

*March 1, 2016*

# Fiscal Years 2017-2019

## Town of Westford Budget



Jodi Ross

Town of Westford

Fiscal Years 2017-2019

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## BOARD OF SELECTMEN FISCAL YEAR 2017 BUDGET POLICY DIRECTION

The Town Manager will prepare the FY17 operating budget and a three year projection of expenses and revenue. The FY17 budget should:

- Fund all debt obligations first.
- Satisfy existing and anticipated future contractual and mandated obligations.
- Continue to provide funding for our OPEB obligation.
- Maintain minimum recommended reserves at 5% of the operating budget.
- Attempt to maintain services at current levels. If anticipated FY17 revenue and excess free cash, if any, is insufficient for that purpose, then identify options for specific expense reductions and/or new revenue sources to balance expenses with funding.
- Allocate \$1.5M for capital expenses, from Free Cash if possible, in keeping with past practice. If less than \$1.5M is recommended for capital expenses in FY17, then the difference should be added to the capital reserve for anticipated future costs related to town facility and road needs. This amount may be reduced if needed to maintain current personnel. The target total for bond payments should fall within the range of 7-10%.
- Any new proposed ongoing positions (funding for associated benefits included) or expenses must be accompanied by corresponding ongoing expense reductions or by new recurring revenue, so that the merits of the trade-offs may be evaluated to determine whether or not to move forward with the new position or expense.
- Evaluate the Health Care Stabilization Fund and determine whether any adjustments might be necessary going forward.
- In the event that the above conditions are met and available funds remain, the Town Manager will meet with department heads and the Superintendent of Schools to identify and prioritize unfilled departmental needs, other capital requirements, or other town necessities and make a recommendation to the Board of Selectmen, Finance Committee, and School Committee.

## Budget Summary

	FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2017
	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
<b>APPROPRIATION SUMMARY</b>							
GENERAL GOVERNMENT	3,622,717.82	4,154,430.00	4,518,911.00	4,393,407.00	4,804,270.00	5,033,687.00	5.75%
PUBLIC SAFETY	8,831,365.09	9,238,382.00	9,571,065.00	9,220,838.00	9,386,064.00	9,426,647.00	-0.19%
EDUCATION	51,691,007.34	54,079,562.00	55,923,673.00	55,390,059.00	57,364,295.00	58,798,403.00	2.42%
PUBLIC WORKS	5,104,600.59	4,852,220.00	4,892,987.00	4,828,123.00	4,897,836.00	4,951,113.00	-0.50%
HEALTH & HUMAN SERVICES	1,022,583.75	1,086,423.00	1,107,938.00	1,089,015.00	1,132,027.00	1,141,033.00	0.24%
CULTURE & RECREATION	1,864,537.95	1,989,977.00	2,037,379.00	1,994,863.00	2,079,127.00	2,088,742.00	0.25%
DEBT SERVICE	6,765,573.61	6,562,422.00	6,728,965.66	6,733,967.00	7,561,591.89	7,309,737.84	2.61%
UNCLASSIFIED	13,208,722.64	14,790,085.00	15,950,455.00	15,598,725.00	17,156,046.00	18,947,222.00	5.47%
RESERVE FUND TRANSFERS TO CAPITAL /	-	7,859.00	-	-	-	-	-100.00%
COMMUNITY PRESERVATION FUND	880,524.93	885,610.00	884,528.00	884,528.00	881,574.00	849,704.00	-0.12%
WATER ENTERPRISE FUND	3,455,997.21	4,194,673.00	4,260,656.00	4,212,727.00	4,327,916.00	4,422,159.00	0.43%
RECREATION ENTERPRISE FUND	1,312,073.00	1,362,431.00	1,363,205.00	1,375,174.00	1,389,711.00	1,400,940.00	0.94%
AMBULANCE ENTERPRISE FUND	1,143,362.45	1,151,848.00	1,198,777.00	1,252,533.00	1,268,419.00	1,281,753.00	8.74%
<b>TOTAL ARTICLE</b>	<b>98,903,066.38</b>	<b>104,355,922.00</b>	<b>108,438,539.66</b>	<b>106,973,959.00</b>	<b>112,248,876.89</b>	<b>115,651,140.84</b>	<b>2.51%</b>

## Operating Budget

### General Government

#### 122 Selectmen

#### Mission Statement:

The Board of Selectmen is committed to ensuring the safety and well-being of our citizens, providing a high quality education for our children, managing growth, maintaining the town infrastructure, and protecting the town's valued environmental and historic resources, all in a fiscally responsible manner. The board will provide open and honest leadership, promote citizen participation, and support and encourage our town employees and volunteers. The board will always act in the best interest of the Town.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
CONTRACTUAL CLERICAL SERVICES	4,200.00	6,300.00	5,250.00	5,250.00	5,250.00	5,250.00	-16.67%
ADVERTISING-LEGAL	172.68	500.00	500.00	500.00	500.00	500.00	0.00%
OTHER CHARGES AND EXPENSES	845.62	2,500.00	2,400.00	2,400.00	2,400.00	2,400.00	-4.00%
MEETINGS & CONFERENCES	410.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
DUES & MEMBERSHIPS	7,768.00	9,900.00	10,464.00	10,464.00	10,464.00	10,464.00	5.70%
NMCOG MEMBERSHIP	6,313.58	6,289.00	6,478.00	6,478.00	6,478.00	6,478.00	3.01%
COMMUNITY INITIATIVES	2,627.44	6,000.00	6,000.00	5,000.00	6,000.00	6,000.00	-16.67%
ENCUMBRANCES	3,596.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>25,933.32</b>	<b>32,689.00</b>	<b>32,292.00</b>	<b>31,292.00</b>	<b>32,292.00</b>	<b>32,292.00</b>	<b>-4.27%</b>
<b>DEPARTMENT TOTAL</b>	<b>25,933.32</b>	<b>32,689.00</b>	<b>32,292.00</b>	<b>31,292.00</b>	<b>32,292.00</b>	<b>32,292.00</b>	<b>-4.27%</b>

**Description of Changes:**

The Dues and Memberships line item is increased in FY17 to fund membership in the Middlesex Three Coalition, Metrowest495 Partnership, and CrossTown Connect transportation management association. The other charges and expenses line item is used for expenses related to committees appointed by the Selectmen that do not have a budget such as the Agricultural Commission and the Tax Possession Sales Committee, and the Arts Technology and Scholarship Committee.

**Programs & Services:**

The Board of Selectmen are the chief policy making officials of the town and are responsible for the enforcement of all town bylaws and regulations. The Board of Selectmen appoint the following people and committees according to the Charter explicit language:

- Town Manager
- Town Counsel
- Conservation Commission
- Board of Appeals

**Elected Board of Selectmen:**

Kelly Ross, Chair

Andrea Peraner-Sweet, Vice Chair

Donald Siriani, Clerk

Scott Hazelton

Mark Kost

Additionally, in accordance with general language in the Charter, the Selectmen appoint the following:

- Cable TV Advisory Committee
- Community Teamwork, Inc. Representative
- Council on Aging
- Permanent Town Building Committee
- Historical Commission
- Lowell Regional Transportation Authority Representative
- Northern Middlesex Council of Government (Selectman Representative)
- Any ad hoc committees required to carry out the responsibilities of the Selectmen which are not delegated to the Town Manager for appointment (for example, the Highway Garage Siting Committee)

**123 Town Manager****Mission Statement:**

The town manager's office is committed to being responsive, ethical, and transparent while providing quality, innovative and effective service to all town departments, federal and state agencies, the business community, and our residents at large. We foster and promote effective working relationships with all town employees, boards, committees, and commissions. We are committed to annually presenting a fiscally responsible operating budget that accomplishes the goals of the Board of Selectmen.

**Goals:** The Selectmen approved the following Board of Selectmen/Town Manager Goals on November 10, 2015:

**One Year Goals:**

1. Adhere to the Board of Selectmen Fiscal Year 2017 Budget Policy Direction. Provide budget projections for the next three years and outline options and make recommendations to keep a balanced budget.
2. Continue to monitor health insurance benefits and identify ways to control costs. Analyze the upcoming changes in the health insurance industry related to federal healthcare reform; recommend changes as required.
3. Work with the Permanent Town Building Committee to complete the design and construction bid documents of the combined dispatch center and the new Center Fire Station. Work with town staff, officials, and residents to develop recommendations for the reuse of the former center station.
4. Complete the energy aggregation program to provide a fixed rate for electric supply for local residents and businesses. Complete energy efficiency projects funded through the Green Community competitive grant, and apply for competitive grants to fund additional energy efficiency projects. Explore initiatives and programs that will help the town make progress toward its goal of a 20% reduction in overall energy consumption.
5. Update personnel policies and procedures handbook.
6. Assist with the Drew Gardens property redevelopment project.
7. Evaluate the results of the Resident Communication Survey, and seek to make improvements in communication between the Town and residents.



**Multi Year Goals:**

8. Work with the Town Farm Task Force and applicable boards to identify an alternative location for the offices and programming space currently occupied by the Recreation and Cemetery departments in the Town Farm building, and develop a plan for the future use or disposition of the Town Farm building.
9. Support the 12 North Main Street Task Force's efforts to identify a reuse strategy for the town-owned mill property. Continue to pursue grants and funding sources to help with the cleanup of contamination, and work with state agencies to protect our public water supply at this location. Coordinate any cleanup and/or building stabilization work that is approved.
10. Support the Commission on Disability to identify issues related to compliance with the Americans with Disabilities Act (ADA).
11. Work with the Pedestrian Safety Committee, Police, Fire, Engineering, Highway, Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.

**Programs & Services:**

The town manager is the chief administrative officer of the town, and acts as the agent for the Board of Selectmen, ensuring the proper operation of town affairs under the policy direction of the board. The town manager supervises, directs and is responsible for the efficient administration of all officers appointed by her, and their respective departments, and of all functions for which she is given responsibility by the Charter, town meeting, or by vote of the board.

The town manager appoints all department heads and officers, subordinates, and employees under her direct supervision; and officers, subordinates and employees for whom no other method of selection is provided in the Charter, except employees of the school department and persons serving under officers, boards, commissions and committees elected directly by the voters of the town.

The town manager appoints the Affordable Housing Committee, Council on Aging, Board of Assessors, Capital Planning Committee, Board of Cemetery Commissioners, Parkerville Schoolhouse Committee, Parks and Recreation Commission, Records and Archives Committee, Recycling Commission, Town Forest Committee, TREAD Committee, and Board of Water Commissioners. The town manager is the appointing authority for the police and fire chiefs, subject to the confirmation of the Board of Selectmen; and after consultation with the police or fire chief, appoints all employees of their respective departments, except for their clerical and maintenance employees.

The financial management responsibilities of the town manager include preparing and submitting an annual operating and capital budget for all town departments. The town manager ensures complete records of the financial and administrative activity of the town are maintained, approves warrants for payments of town funds prepared by the accountant, and is responsible for the purchase of all supplies, materials, and equipment, except for the school department and library. The town manager approves the award of all contracts for all town departments (with the exception of the school department and library) subject to approval of the Board of Selectmen. The town manager keeps the Board of Selectmen and Finance Committee fully informed as to the financial condition of the town, and consults with the Finance Committee to make recommendations to the board, and to other elected and appointed officials as necessary.

The personnel management responsibilities of the town manager include administering and adopting, in consultation with the Personnel Advisory Committee, personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees. The town manager administers all collective bargaining agreements, except for school department agreements, entered into by the town. The town manager fixes compensation of all town employees and officers appointed by her, within the limits established by appropriation and any applicable compensation plan or collective bargaining agreements. The town manager is responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except the employees of the school department and the library director and assistant library director, with these contracts subject to the approval by the Board of Selectmen.

This description above is summarized from the 1989 Act Establishing a Board of Selectmen-Town Manager Form of Administration in the Town of Westford. The full version may be viewed online at: [www.westfordma.gov/Pages/OnlineServices/Documents/Bylaws/Town\\_charter.pdf](http://www.westfordma.gov/Pages/OnlineServices/Documents/Bylaws/Town_charter.pdf).

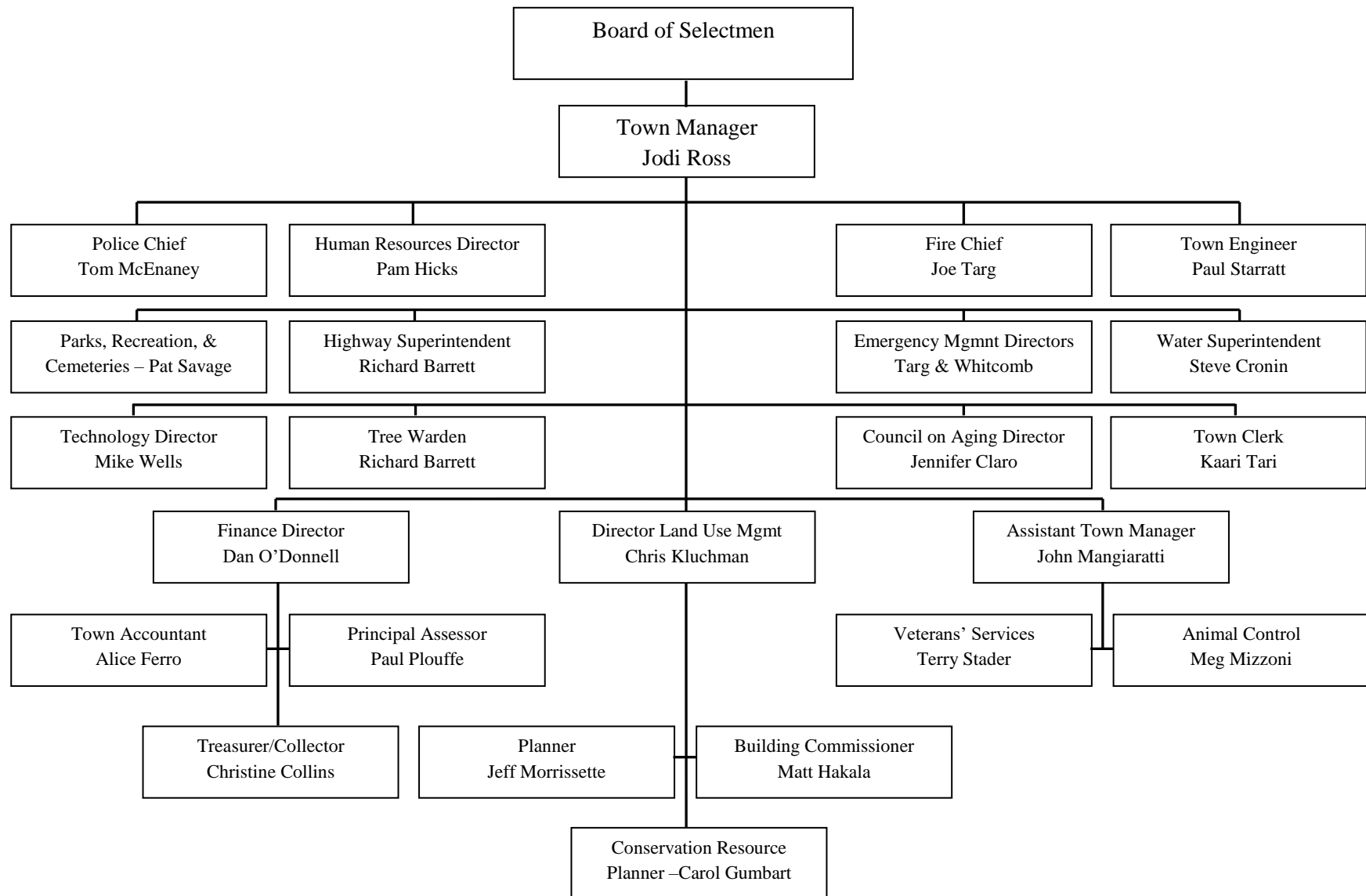
	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN MANAGER	159,725.21	166,993.00	166,993.00	166,993.00	166,993.00	166,993.00	0.00%
ASSISTANT TOWN MANAGER	97,524.22	104,962.00	104,962.00	104,962.00	104,962.00	104,962.00	0.00%
VACATION COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
RECORDS SUPERVISOR	6,476.60	11,145.00	8,784.00	8,784.00	8,784.00	8,784.00	-21.18%
PROJECT/PROCUREMENT SPECIALIST	59,064.74	64,000.00	67,006.00	67,006.00	67,006.00	67,006.00	4.70%
SECRETARY (VACATION/SICK COVERAG	8,263.70	8,064.00	12,739.00	12,739.00	12,739.00	12,739.00	57.97%
LONGEVITY	1,000.00	1,250.00	1,250.00	1,250.00	1,250.00	2,000.00	0.00%
LIFE INSURANCE / LONG TERM DISABILI	3,734.04	3,800.00	3,800.00	3,800.00	3,800.00	3,800.00	0.00%
<b>CATEGORY TOTAL</b>	<b>335,788.51</b>	<b>361,214.00</b>	<b>366,534.00</b>	<b>366,534.00</b>	<b>366,534.00</b>	<b>367,284.00</b>	<b>1.47%</b>
<b>EXPENSES</b>							
MANAGEMENT PERFORMANCE TRAININ	7,440.00	7,500.00	7,500.00	5,000.00	7,500.00	7,500.00	-33.33%
CONTRACTED SERVICES	3,589.70	6,000.00	4,000.00	3,000.00	5,000.00	5,000.00	-50.00%
ADVERTISING-LEGAL	857.63	600.00	600.00	600.00	850.00	850.00	0.00%
OFFICE SUPPLIES	703.87	600.00	600.00	600.00	600.00	600.00	0.00%
FORMS/PRINTING	6,067.65	3,900.00	4,400.00	4,400.00	6,080.00	6,080.00	12.82%
BOOKS & SUBSCRIPTIONS	364.66	240.00	375.00	375.00	400.00	400.00	56.25%
TRAVEL - MILEAGE	5,328.80	5,090.00	5,090.00	5,090.00	5,090.00	5,090.00	0.00%
MEETINGS & CONFERENCES	4,047.27	3,000.00	5,430.00	5,430.00	4,600.00	4,600.00	81.00%
DUES AND MEMBERSHIPS	4,401.56	2,597.00	2,665.00	2,665.00	2,665.00	2,665.00	2.62%
ENCUMBRANCES	2,500.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>35,301.14</b>	<b>29,527.00</b>	<b>30,660.00</b>	<b>27,160.00</b>	<b>32,785.00</b>	<b>32,785.00</b>	<b>-8.02%</b>
<b>DEPARTMENT TOTAL</b>	<b>371,089.65</b>	<b>390,741.00</b>	<b>397,194.00</b>	<b>393,694.00</b>	<b>399,319.00</b>	<b>400,069.00</b>	<b>0.76%</b>

**Description of Changes:**

- The Secretary position was increased for substitute coverage in the Town Manager's office.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Life Insurance</b>	<b>Total</b>
Town Manager	1.0	EXEM	166,993.00	500.00	3,800.00	171,293.00
Assistant Town Manager	1.0	EXEM	104,962.00	750.00		105,712.00
Vacation Coverage			1,000.00			1,000.00
Project/Procurement Specialist	1.0	NON	67,006.00			67,006.00
Records Supervisor	0.1	CWA	8,784.00			8,784.00
Administrative Secretary	0.3	NON	12,739.00			12,739.00
<b>Total Personal Services</b>	<b>3.4</b>		<b>361,484.00</b>	<b>1,250.00</b>	<b>3,800.00</b>	<b>366,534.00</b>



**131 Finance Committee**

**Mission Statement:** The Finance Committee's mission is to make recommendations on all financial matters, including the budget, to Town Meeting. The Finance Committee has oversight responsibility for all municipal financial matters, as well as other statutory authority granted to them by town bylaw.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
PRINTING/POSTAGE SERVICES	5,504.23	6,100.00	6,100.00	6,100.00	6,500.00	6,500.00	0.00%
OTHER PURCHASED SERVICES	3,150.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
MEETINGS & CONFERENCES	50.00	165.00	165.00	165.00	165.00	165.00	0.00%
DUES & MEMBERSHIPS	273.00	348.00	348.00	348.00	348.00	348.00	0.00%
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>8,977.23</b>	<b>10,113.00</b>	<b>10,113.00</b>	<b>10,113.00</b>	<b>10,513.00</b>	<b>10,513.00</b>	<b>0.00%</b>
RESERVE FUND	191,000.00	191,000.00	191,000.00	150,000.00	191,000.00	191,000.00	-21.47%
TRANSFERS OUT	(61,659.30)	(34,359.00)	-	-	-	-	-100.00%
<b>CATEGORY TOTAL</b>	<b>129,340.70</b>	<b>156,641.00</b>	<b>191,000.00</b>	<b>150,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>-4.24%</b>
<b>DEPARTMENT TOTAL</b>	<b>138,317.93</b>	<b>166,754.00</b>	<b>201,113.00</b>	<b>160,113.00</b>	<b>201,513.00</b>	<b>201,513.00</b>	<b>-3.98%</b>

**Description of Changes:** The Finance Committee Reserve Fund has been reduced by \$41,000 to \$150,000 due to the decrease in request during the most recent fiscal years. The printing and postage costs are to pay for the Annual Westford Finance Committee Report and Recommendations which are mailed out to all residents prior to the Annual Town Meeting.

**Programs & Services:**

The Finance Committee is responsible for conducting public meetings prior to Annual and Special Towns Meetings in order to make recommendations on the finance-related warrant articles. The committee produces an annual report that publishes their recommendation on the finance-related articles. The Finance Committee also manages the Town's reserve fund and can appropriate money for unforeseen and extraordinary events. The Finance Committee is composed of nine members. Each serves a three year term. Finance Committee members are appointed by the Town Moderator.

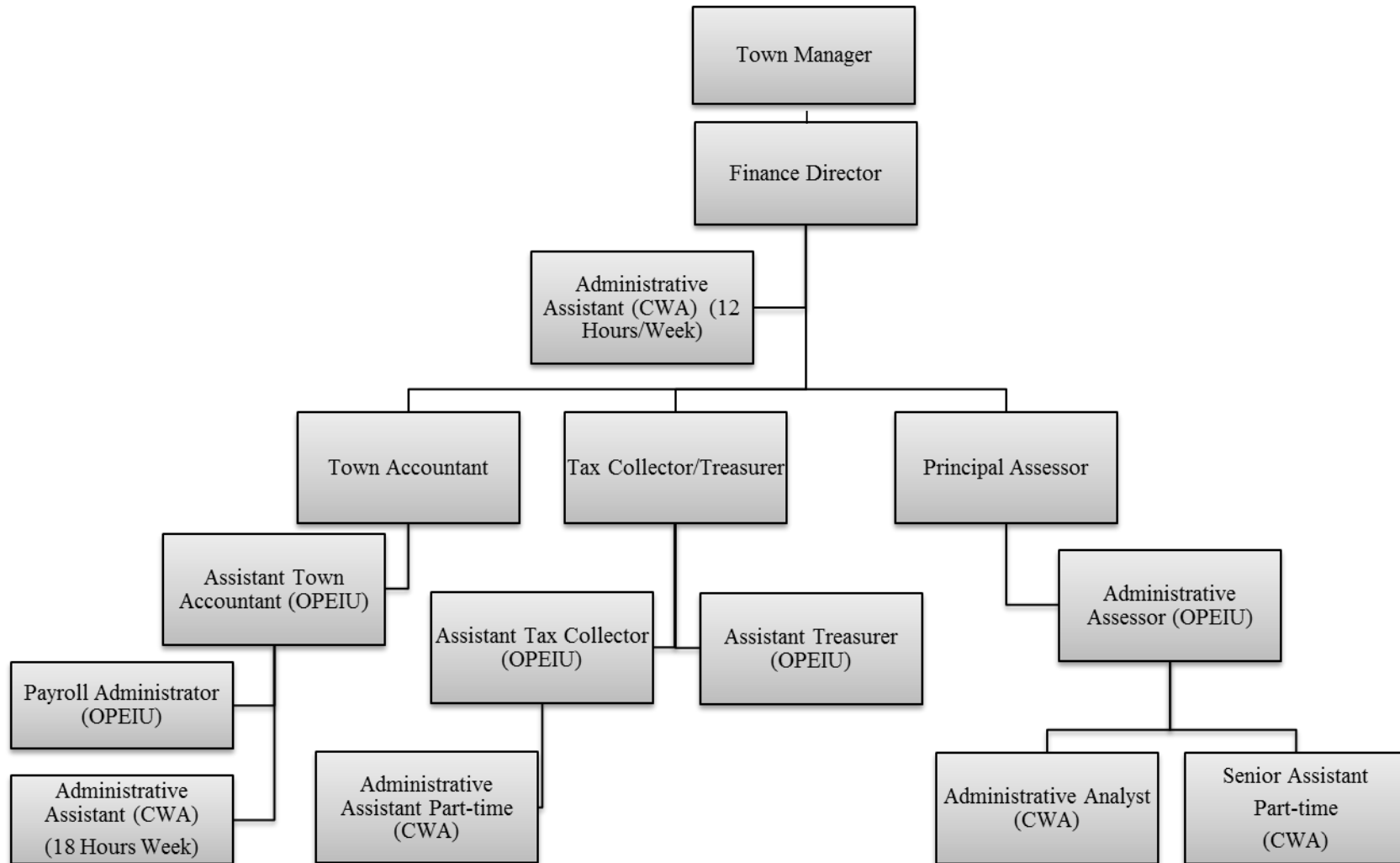
**Other Metrics:**

This is a link to the 2015 Finance Committee Report & Recommendations:

[http://www.westfordma.gov/pages/government/westfordma\\_townmeeting/documents/2015atm/2015fincombook.pdf](http://www.westfordma.gov/pages/government/westfordma_townmeeting/documents/2015atm/2015fincombook.pdf)

**Reserve Fund Transfers for Fiscal Year 2016 as of November 4, 2015**

Date	Transaction	Amount	Balance	Comment
March 28, 2015	Annual Appropriation	\$191,000.00	\$191,000.00	
September 17, 2015	12 N. Main St. Supplemental Environmental Insurance	(\$7,859.00)	\$183,141.00	Additional funding for 12 N. Main Street Environmental Insurance
January 28, 2016	Police Overtime	(\$26,500.00)	\$156,641.00	Police overtime to fill vacancies in dispatch office

**Finance Department 2017**



**132 Finance Department****Mission Statement:**

The mission of the Finance Department is to manage the town's financial resources in a sustainable and responsible manner in order to effectively monitor and report the current financial status of the town. In addition, the Finance Department provides quality support and services to other town departments so they can perform their missions more efficiently.

**Goals:**

- To develop financial policies in coordination with the treasurer/collector and town accountant as recommended by the bond rating agencies.
- To maintain a AAA bond rating with Standard & Poor's.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
FINANCE DIRECTOR	93,177.00	97,417.00	97,417.00	97,417.00	97,417.00	97,417.00	0.00%
ADMINISTRATIVE ASSISTANT	9,095.14	15,964.00	14,183.00	14,183.00	14,616.00	15,048.00	-11.16%
LONGEVITY	750.00	920.00	750.00	750.00	750.00	750.00	-18.48%
<b>CATEGORY TOTAL</b>	<b>103,022.14</b>	<b>114,301.00</b>	<b>112,350.00</b>	<b>112,350.00</b>	<b>112,783.00</b>	<b>113,215.00</b>	<b>-1.71%</b>
<b>EXPENSES</b>							
OFFICE SUPPLIES	310.16	700.00	700.00	300.00	700.00	700.00	-57.14%
FORMS/PRINTING	-	1,200.00	1,200.00	-	1,200.00	1,200.00	-100.00%
TRAVEL - MILEAGE	-	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%
DUES & MEMBERSHIPS	60.00	60.00	60.00	60.00	60.00	60.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>370.16</b>	<b>2,460.00</b>	<b>2,460.00</b>	<b>860.00</b>	<b>2,460.00</b>	<b>2,460.00</b>	<b>-65.04%</b>
<b>DEPARTMENT TOTAL</b>	<b>103,392.30</b>	<b>116,761.00</b>	<b>114,810.00</b>	<b>113,210.00</b>	<b>115,243.00</b>	<b>115,675.00</b>	<b>-3.04%</b>

**Description of Changes:**

The expenses for the Finance Department budget were reduced by 65%. The printing of the FY17 budget must be done in-house, and we plan to reuse old binders for the budget books.

**Programs & Services:**

The Finance Director is responsible for providing professional financial planning, management, and administration of all financial processes of the town. The position is responsible for the management and general oversight of the three financial departments headed by the Town Accountant, Treasurer/Collector and Assessors. The Director is also responsible for a variety of complex analytical projects such as budget analysis, labor contract projections, and contract impact analysis. As mandated by the town charter, the Finance Director develops and maintains the five year financial plan in close coordination with the Town Manager. Lastly, the Finance Director attends all Finance Committee meetings and serves as their liaison.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Finance Director	1.0	EXEM	97,417.00	750.00	98,167.00
Administrative Assistant	0.3	CWA	14,183.00	-	14,183.00
<b>Total Personal Services</b>	<b>1.3</b>		<b>111,600.00</b>	<b>750.00</b>	<b>112,350.00</b>

**135 Town Accountant**

**Mission Statement:** The mission of the Town Accountant is to oversee and process payroll and accounts payable in a timely and accurate manner and provide financial reporting services for the town in accordance with General Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS), town policies and town by-laws. Through strict internal controls and to ensure accuracy, we strive to maintain a constant and diligent effort to review, audit, prepare and proof every transaction before final processing.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN ACCOUNTANT	87,233.09	93,203.00	93,203.00	93,203.00	93,203.00	93,203.00	0.00%
ASSISTANT TOWN ACCOUNTANT	61,730.10	64,786.00	66,152.00	66,152.00	66,152.00	66,152.00	2.11%
PAYROLL ADMINISTRATOR	64,855.01	66,406.00	66,152.00	66,152.00	66,152.00	66,152.00	-0.38%
ADMINISTRATIVE ASSISTANT	18,899.96	23,922.00	21,173.00	21,173.00	21,819.00	22,464.00	-11.49%
OVERTIME	1,068.21	-	2,434.00	2,434.00	2,434.00	2,434.00	0.00%
LONGEVITY	1,600.00	2,110.00	2,100.00	2,100.00	2,100.00	2,700.00	-0.47%
<b>CATEGORY TOTAL</b>	<b>235,386.37</b>	<b>250,427.00</b>	<b>251,214.00</b>	<b>251,214.00</b>	<b>251,860.00</b>	<b>253,105.00</b>	<b>0.31%</b>
<b>EXPENSES</b>							
ACCOUNTING & AUDITING SERVICES	39,800.00	31,000.00	39,800.00	39,800.00	31,000.00	43,000.00	28.39%
OFFICE SUPPLIES	1,452.71	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
FORMS/PRINTING	1,124.12	1,600.00	1,400.00	1,300.00	1,500.00	1,500.00	-18.75%
MEETINGS & CONFERENCES	2,395.29	2,300.00	2,600.00	2,600.00	2,600.00	2,600.00	13.04%
DUES AND MEMBERSHIPS	160.00	160.00	160.00	160.00	160.00	160.00	0.00%
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>44,932.12</b>	<b>36,560.00</b>	<b>45,460.00</b>	<b>45,360.00</b>	<b>36,760.00</b>	<b>48,760.00</b>	<b>24.07%</b>
<b>DEPARTMENT TOTAL</b>	<b>280,318.49</b>	<b>286,987.00</b>	<b>296,674.00</b>	<b>296,574.00</b>	<b>288,620.00</b>	<b>301,865.00</b>	<b>3.34%</b>

**Goals:**

- To continue the development of financial policies to comply with GASB reporting updates and requirements.
- To continue to ensure the accuracy and timeliness of all financial records, processing and reporting.

**Description of Changes:**

Personal services increased by 0.31% to reflect the addition of \$2,434 in overtime so that the payroll can be processed in a timely manner on weeks that have holidays. Accounting and Auditing services increased in FY17 by \$8,800 because the Other Post Employment Benefit (OPEB) actuarial study is only required to be completed every other year.

**Programs & Services:**

It is the responsibility of the Town Accountant to maintain and ensure the accuracy of all financial records and reporting including the general ledger, subsidiary ledgers, balance sheet, annual audits and all necessary reporting to the Department of Revenue. Examples include the Schedule A, Tax Recap, Certification of Free Cash, etc.

The Accounting Department is responsible for both the payroll and vendor payment distributions which includes all federal, state and local grants, gifts, revolving funds, enterprise, trusts, agency funds, and all financial reporting.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Accountant	1.0	EXEM	93,203.00	1,000.00	94,203.00
Assistant Town Accountant	1.0	EXEM	66,152.00	-	66,152.00
Payroll Coordinator	1.0	NON	66,152.00	1,100.00	67,252.00
Administrative Assistant	0.5	CWA	21,173.00	-	21,173.00
Overtime			2,434.00		2,434.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>249,114.00</b>	<b>2,100.00</b>	<b>251,214.00</b>

### 141 Assessors

**Mission Statement:** The Westford Assessors' Office and the Board of Assessors, as a professional team, exists to maintain equitable market value assessments by providing excellence in public service through complete, accurate, and timely assessments of all property subject to taxation competently and diligently as mandated under Massachusetts State law and to treat all people fairly and respectfully.

**Goals:**

- Maintain accurate, up to date, understandable and publicly accessible records on all properties. Prepare assessed values so tax bills can be issued timely. Provide friendly, competent, and responsive service to taxpayers with respect to their responsibilities and opportunities under property tax regulations.
- Prepare for interim revaluation for FY16, and Re-certification for FY17. Make policy changes within the Assessor' Office as needed or directed by statute and the Department of Revenue. Implement, review, document and act on all exemption and abatement applications, betterments, apportionments, etc. Continue annual measure and list for Real Estate, continue the inspection and listing of Personal Property, review and analysis of sales data, income data, annual growth, and processes of all statutory mandates and DOR policies.
- Continue full implementation of in-house review, analysis of income and expenses, local and regional leases, and capitalization rates to provide supportive valuation through the Income Approach. Continue implementation of review and analysis annual sales, management of Personal Property accounts, review of MLS, Banker & Tradesman for refinancing activity, bankruptcies, and foreclosures, etc. Continue work with map revisions, updates, corrections, and subdivisions.

**Description of Changes:**

In FY16, the assessor's office has added 4.5 hours per week to staffing levels in order to better maintain demands due to motor vehicle excise abatements, personal property data entry, and deed information.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
PRINCIPAL ASSESSOR	87,233.09	93,203.00	93,203.00	93,203.00	93,203.00	93,203.00	0.00%
ADMINISTRATIVE ASSESSOR	64,855.04	66,152.00	66,152.00	66,152.00	66,152.00	66,152.00	0.00%
ADMIN ASSISTANT	48,859.20	50,029.00	49,838.00	49,838.00	49,838.00	49,838.00	-0.38%
SENIOR ASSISTANT	18,935.28	25,118.00	25,788.00	25,788.00	26,541.00	27,354.00	2.67%
LONGEVITY	2,450.00	3,200.00	3,200.00	3,200.00	3,450.00	3,450.00	0.00%
<b>CATEGORY TOTAL</b>	<b>222,332.61</b>	<b>237,702.00</b>	<b>238,181.00</b>	<b>238,181.00</b>	<b>239,184.00</b>	<b>239,997.00</b>	<b>0.20%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	820.00	30,000.00	15,000.00	15,000.00	15,000.00	30,000.00	-50.00%
OFFICE SUPPLIES	1,114.44	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL - MILEAGE	4,800.65	5,800.00	5,800.00	5,000.00	5,800.00	5,800.00	-13.79%
MEETINGS & CONFERENCES	825.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
DUES & MEMBERSHIPS	1,204.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
ENCUMBRANCES	14,180.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>22,944.09</b>	<b>39,700.00</b>	<b>24,700.00</b>	<b>23,900.00</b>	<b>24,700.00</b>	<b>39,700.00</b>	<b>-39.80%</b>
<b>DEPARTMENT TOTAL</b>	<b>245,276.70</b>	<b>277,402.00</b>	<b>262,881.00</b>	<b>262,081.00</b>	<b>263,884.00</b>	<b>279,697.00</b>	<b>-5.52%</b>

### Programs & Services:

The assessor's office offers many services such as certified abutters list, motor vehicle abatements, real estate abatements, personal property abatements, property record cards for real estate and personal property, maps, etc. The office staff regularly answers questions and assists taxpayers, real estate professionals, engineers, and attorneys.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Assessor	1.0	EXEM	93,203.00	1,000.00	94,203.00
Administrative Assessor	1.0	OPEIU	66,152.00	850.00	67,002.00
Administrative Assistant	1.0	CWA	49,838.00	850.00	50,688.00
Senior Assistant	0.6	CWA	25,788.00	500.00	26,288.00
<b>Total Personal Services</b>	<b>3.6</b>		<b>234,981.00</b>	<b>3,200.00</b>	<b>238,181.00</b>

**Other Information:**

- The Board of Assessors has approximately 8 meetings per year.
- In calendar year 2014 the office processed 24,681 motor vehicle bills and 794 abatements.
- FY15 generated 8,870 real estate bills and 932 personal property bills. There were a total of 76 abatements in FY15. Of these, 49 were for real estate and 27 were for personal property.
- FY15 had 179 elderly, veterans, and blind exemptions.
- FY15 had 208 CPA applications. Most of these were granted.
- The assessor's office also generates numbers abutter lists and prints property records cards as requested.
- The assessor's office annually mails approximately 1,200 Form of Lists for Personal Property valuation. In addition, they also send Chapter Land forms and Income and Expense forms to commercial/industrial property owners.

**145 Treasurer / Collector****Mission Statement:**

Our mission in the Collector's Office is to provide excellent customer service to tax payers while protecting the interests of the town through diligent collection of all taxes due. The Treasury department is committed to depositing, balancing and accounting for all town funds quickly and correctly, cooperating with all other town departments to effectively manage cash receipts and expenses. As Treasurer, I am committed to ensuring that we are in compliance with State and Federal employment tax laws. We strive to maintain a reputation of integrity and excellence in everything we do.

**Goals:**

- Work to define and implement standard operating procedures for more efficient and timely handling of tailings (unclaimed checks), and delinquent Personal Property tax collection
- Submit 5-10 tax liens to our Attorney to begin foreclosure in Land Court
- Work with Land Use to develop a systematic process for reviewing and releasing developer escrows
- Work with the Finance Team and Manager to review/update Financial Management Policies

**Description of Changes:**Personal Services –

The increase in the Tax Collector-Treasurer's salary line is due to a merit increase for the Tax Collector-Treasurer in FY16. Increases for the Admin Secretary are due to step increases governed by the CWA Contract. The Asst. Treasurer and Asst. Collector have reached the top step. The CWA and OPEIU contracts expire on 6/30/16, so additional changes may need to be reflected when the contracts for FY17 and beyond settle. Small changes in all the staff line items are due to fluctuations in the number of paid days in the year for 15, 16 and 17.

Expenses –

I have level funded all of my expense line items. I feel comfortable that my budgeted line items are close to actual expenses. I moved our online bill pay service to a new vendor on 7-1-2015 as planned. We are now set up to offer paperless billing for real estate tax bills. I usually ask for a small increase in postage and printing, but because of the paperless billing option that is now available, I have level funded for FY17. I have no experience on which to base an estimate, but I am expecting postage and printing expenses to be reduced when tax payers sign up for E-Billing.



**Programs & Services:****Collector's Functions-**

- 1.5 Full Time Employees perform this work.
- The Collector's Office bills and collects all taxes committed by the Board of Assessors.
- Properly balances and accounts for each tax payment, abatement, and refund.
- The tax office provides customer support to tax payers, attorney's offices, tax service companies and mortgage companies.
- They also prove & record the cash and check turnovers for all town and school departmental receipts.

**Treasurer's Office Functions:**

- 1 Full Time Employee performs this work and also assists in with tax collections as needed.
- Provides support to all town & school departments through payroll and vendor warrant processing.
- Responsible for filing returns and paying all payroll tax obligations weekly.
- Distributing banking information to departments, handling voids and reissues.
- Processing W-2s and other quarter end and year end reports as needed.

The Tax Collector-Treasurer is a "hands on" manager, contributing to the daily work as required, providing direction and support to the staff in both offices. She is directly responsible for overseeing all the work of the department, bonding town debt, balancing bank statements monthly, transferring funds, balancing accounts with the Town Accountant monthly, tax title collection and recording, departmental expenses and budget management, contributes to the work of the Finance Team, Capital Planning Committee and serves the Board of Selectmen by providing information or expertise as needed.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
COLLECTOR	86,779.36	91,738.00	91,738.00	91,738.00	91,738.00	91,738.00	0.00%
ASSISTANT TREASURER & ASST COLLE	123,363.94	126,615.00	126,131.00	126,131.00	126,131.00	126,131.00	-0.38%
ADMIN SECRETARY	16,268.08	17,277.00	17,644.00	17,644.00	18,182.00	18,720.00	2.12%
ADDITIONAL COVERAGE	932.29	1,680.00	1,680.00	1,250.00	1,680.00	1,680.00	-25.60%
OVERTIME	111.82	-	558.00	558.00	558.00	558.00	0.00%
LONGEVITY	3,450.00	4,200.00	4,200.00	4,200.00	4,200.00	4,200.00	0.00%
<b>CATEGORY TOTAL</b>	<b>230,905.49</b>	<b>241,510.00</b>	<b>241,951.00</b>	<b>241,521.00</b>	<b>242,489.00</b>	<b>243,027.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
LEGAL SERVICES - TAX TITLE	15,512.74	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
CONTRACTED SERVICES	1,500.00	4,500.00	4,500.00	2,850.00	4,500.00	4,500.00	-36.67%
POSTAGE	21,117.72	20,250.00	20,250.00	21,500.00	20,250.00	20,250.00	6.17%
PRINTING SERVICES	5,056.48	4,600.00	4,600.00	5,000.00	4,600.00	4,600.00	8.70%
OFFICE SUPPLIES	1,189.52	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
TRAVEL - MILEAGE	-	125.00	125.00	125.00	125.00	125.00	0.00%
MEETINGS & CONFERENCES	-	500.00	500.00	500.00	500.00	500.00	0.00%
DUES AND MEMBERSHIPS	100.00	180.00	180.00	180.00	180.00	180.00	0.00%
PUBLIC EMPLOYEE BOND	1,325.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
PENALTIES & INTEREST		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
ENCUMBRANCES	2,480.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>48,281.46</b>	<b>53,155.00</b>	<b>53,155.00</b>	<b>53,155.00</b>	<b>53,155.00</b>	<b>53,155.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>279,186.95</b>	<b>294,665.00</b>	<b>295,106.00</b>	<b>294,676.00</b>	<b>295,644.00</b>	<b>296,182.00</b>	<b>0.00%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Treasurer/Collector	1.0	EXEM	91,738.00	500.00	92,238.00
Assistant Treasurer	1.0	OPEIU	66,152.00	1,100.00	67,252.00
Assistant Collector	1.0	OPEIU	59,979.00	2,600.00	62,579.00
Administrative Assistant	0.4	CWA	17,644.00	-	17,644.00
Additional Coverage	0.1		1,250.00		1,250.00
Overtime			558.00		558.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>237,321.00</b>	<b>4,200.00</b>	<b>241,521.00</b>

**Other Information:**

<b>RE Collections Snap Shot</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
Committed	66,260,594	63,049,740	60,642,997	58,162,084	56,050,090
Abated	(366,113)	(226,110)	(278,415)	(242,978)	(274,121)
Collected in FY	(65,222,678)	(62,064,410)	(59,831,031)	(57,431,130)	(55,094,737)
Liened	(127,549)	(120,847)	(137,161)	(117,650)	(123,890)
Balance due on June 30th	544,253	638,373	396,391	370,326	557,342
<b>Percent Uncollected</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>
<p>Fun Facts: Among other things, the Collector-Treasurer's office processes approximately 70,000 tax payments per year, handles over 2,000 departmental turnovers, reconciles over 60 bank accounts monthly, and processes payroll for over 1,000 employees in house.</p>					
<p><b>Tax Liens on June 30th</b></p>					
<b>Accumulated *Lien Balance</b>	<b>890,274</b>	<b>758,817</b>	<b>759,859</b>	<b>590,433</b>	<b>441,926</b>
<p><i>*Lien balances are made up of tax title (delinquent taxes) and tax deferral accounts. If a person qualifies for deferral, they are allowed to defer up to 50% of the value of their property. Unpaid balances are deferred until the homeowner sells or passes away. Deferrals made up \$237,962 of the lien balance on 6/30/15</i></p> <p><i>One tax lien on a property which is the subject of pending litigation makes up 27% of the delinquent tax balance. Collection is unlikely while the case is pending.</i></p>					

<b>Debt Balance June 30th</b>	<b>2,015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
<i>Long-Term Indebtedness: Within the General Debt Limit</i>					
Land Acquisition	3,144,000	3,840,000	4,526,000	5,186,000	5,826,000
Departmental Equipment	1,060,000	500,000	607,500	-	-
Sewers & Drains	380,000	480,000	625,000	780,000	920,000
Schools	21,940,000	23,745,000	26,195,000	28,090,000	30,445,000
Other Buildings	8,955,000	9,955,000	10,995,000	12,055,000	13,115,000
Architectural & Engineering	150,000	200,000	250,000	395,000	540,000
<b>Total Within Gen Debt Limit</b>	<b>35,629,000</b>	<b>38,720,000</b>	<b>43,198,500</b>	<b>46,506,000</b>	<b>50,846,000</b>
<i>Outside the General Debt Limit</i>					
Schools	6,735,000	7,970,000	9,285,000	10,640,000	12,045,000
Other Outside General	20,070	24,157	28,244	32,331	36,418
Water	10,565,738	11,526,660	12,494,907	11,262,796	12,106,319
<b>Total Outside Gen Debt Limit</b>	<b>17,320,808</b>	<b>19,520,817</b>	<b>21,808,151</b>	<b>21,935,127</b>	<b>24,187,737</b>
<b>Total All Long Term Debt:</b>	<b>52,949,808</b>	<b>58,240,817</b>	<b>65,006,651</b>	<b>68,441,127</b>	<b>75,033,737</b>
<i>Debt figures taken from the Town of Westford Statement of Indebtedness and Continuing Disclosure document.</i>					

**151 Legal Services****Mission Statement:**

To protect the Town's best interests regarding legal matters.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
LEGAL SERVICES - TOWN COUNSEL	147,009.06	325,000.00	200,000.00	200,000.00	200,000.00	200,000.00	-38.46%
LEGAL SERVICES - LABOR COUNSEL	16,359.84	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
ENCUMBRANCES	690.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>164,058.90</b>	<b>375,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>-33.33%</b>
<b>DEPARTMENT TOTAL</b>	<b>164,058.90</b>	<b>375,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>-33.33%</b>

**Description of Changes:**

The FY16 town counsel budget was supplemented at the October 19, 2015 Special Town Meeting in order to fund the ongoing litigation with asphalt plant.

**152 Human Resources****Mission Statement:**

- To recruit, retain and service a valued workforce that supports the mission, vision and values of the town.
- To contribute to the bottom line of the town by controlling costs through sound auditing practices, annual bidding of the benefits plans and HRIS controls.
- To foster a workplace that promotes employee feedback, open communication, personal accountability, teamwork, respectful interactions and quality services.

**Goals:**

- Update the Town of Westford Personnel Policies and Procedures Handbook.
- Develop, coordinate, and implement an employer ACA “Fair Share” tracking system and process to meet the federal requirement. Will be a joint effort with Finance, Accounting, and IT.

**Description of Changes:**

Increases are due to cost of living increases, increased education reimbursements, and increased retirements from public service where psychological and comprehensive physicals are required for new hires.

**Programs & Services:**

The Human Resources Department works closely with the Town Manager, all departments, employees and retirees, and ensures compliance with state, federal and local personnel laws and regulations.

The Human Resources office continues to be very active providing guidance and support for the Town’s personnel infrastructure and benefits for over 1,200 employees and approximately 400 retirees. The span of the Human Resources Department continues to grow with ever increasing shifts in managing all areas of subscriber enrollments to in-house via web-based technology, reporting requirements, mandates, complex issues, online submissions and tracking.

Some of the daily responsibilities include, fielding questions and assisting employees and retirees, working closely with Payroll/Accounting in administering union contract benefits and ensure compliance, leaves/absences and payments, benefit changes, FMLA leaves, workers comp

and 111F administration (Police & Fire Accident Insurance), recruitment process, auditing and reconciling benefit bills, turnovers, HRIS changes, accruals, and processing PAFs (Personnel Action Forms).

Some of the areas the department is responsible for include:

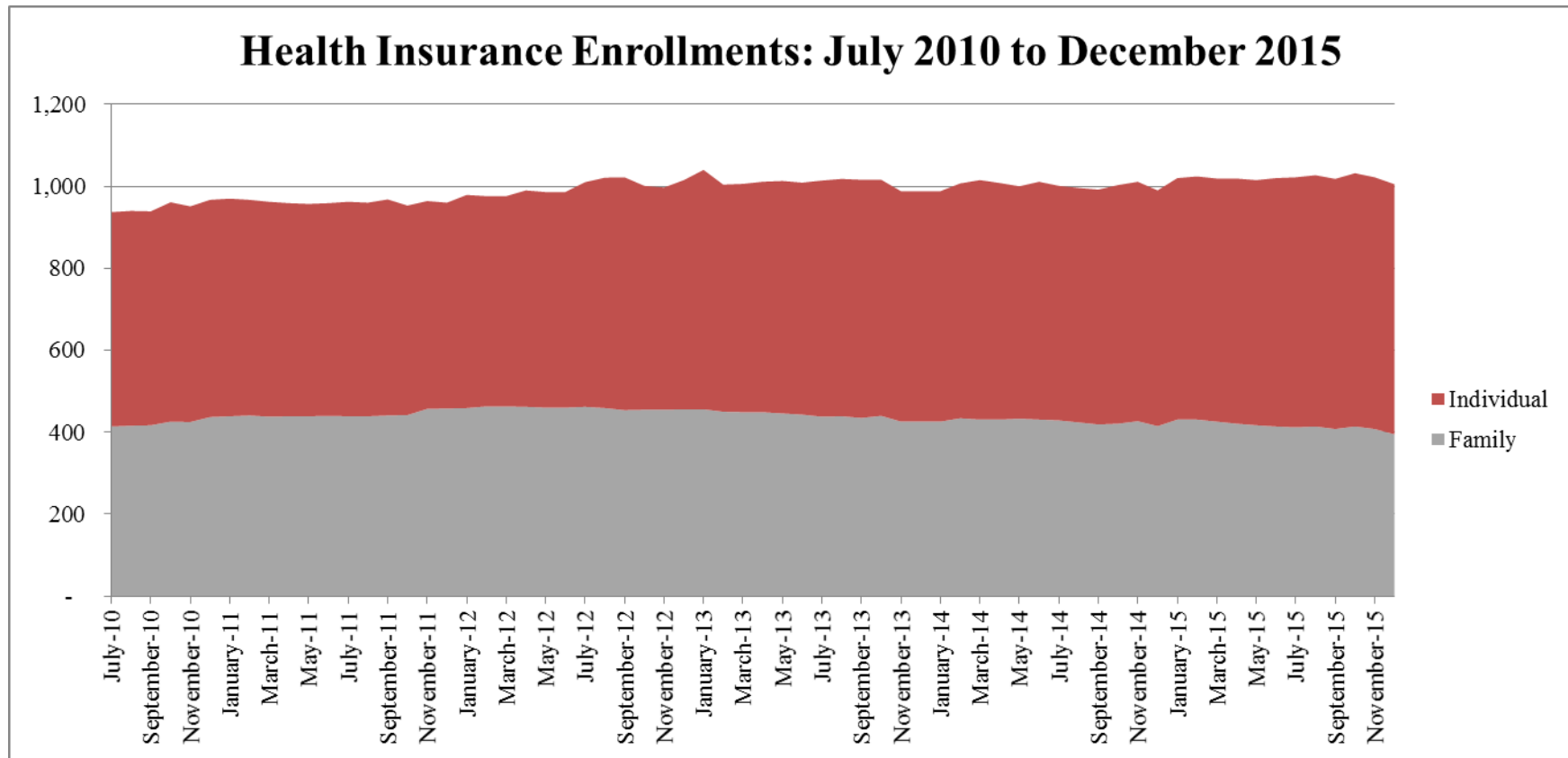
- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Orientation
- Secure, coordinate and administer the benefits for over 3,092 subscribers to the health, dental, life, voluntary long term disability, voluntary short term disability, and voluntary life insurance plans.
- ADA compliance as it relates to employment issues
- Staff development
- Evaluations
- Discipline
- Employee absences (illness, vacation, personal, authorized leaves)
- FMLA
- First Report of Injury
- Workers compensation
- Disability
- Terminations
- Workers compensation reporting for town & school, federal reporting and surveys
- Retirement in conjunction with the Middlesex Retirement System & PEREC
- Flexible & premium spending accounts
- HRIS system
- Administration of the Employee Pay and Classification Plan; credible coverage notices
- Open enrollment
- Self-pay and COBRA payments
- Salary surveys
- Police & fire accident insurance (111F)
- HR website
- Medicare Part “D” reporting
- Medicare penalty payments
- Recruitment
- Union negotiations
- Policies and procedures
- Annual payroll rollover process
- Compensated absences
- Trainings
- Employee issues
- Town and school turnovers
- Monthly benefit withholding audits
- Payment of Town-wide health and benefit bills
- Maintaining all permanent personnel records
- Town and school Human Resource departments assist over 1,200 employees and 400 retirees.



	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
HUMAN RESOURCES DIRECTOR	92,589.19	96,802.00	96,802.00	96,802.00	96,802.00	96,802.00	0.00%
BENEFITS COORDINATOR	55,012.63	57,729.00	57,509.00	57,509.00	57,509.00	57,509.00	-0.38%
ADMINISTRATIVE ASSISTANT	36,876.67	38,731.00	38,525.00	38,525.00	38,525.00	38,525.00	-0.53%
LONGEVITY	1,752.50	2,371.00	2,371.00	2,371.00	2,371.00	2,371.00	0.00%
<b>CATEGORY TOTAL</b>	<b>186,230.99</b>	<b>195,633.00</b>	<b>195,207.00</b>	<b>195,207.00</b>	<b>195,207.00</b>	<b>195,207.00</b>	<b>-0.22%</b>
<b>EXPENSES</b>							
PRE-EMPLOY MEDICAL EXAM	5,439.90	9,000.00	8,000.00	7,000.00	8,000.00	8,000.00	-22.22%
OTHER CONTRACTED SERVICES	-	500.00	1,000.00	500.00	1,000.00	1,000.00	0.00%
LEGAL ADVERTISING	4,871.90	3,000.00	4,000.00	4,000.00	4,000.00	4,000.00	33.33%
OFFICE SUPPLIES	1,702.18	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEDICAL RELATED EXPENSES		1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%
PROGRAMS & ACTIVITIES	2,415.38	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
PROFESSIONAL DEVELOPMENT	6,921.26	12,000.00	14,000.00	14,000.00	14,000.00	12,000.00	16.67%
MEETINGS & CONFERENCES	40.00	300.00	300.00	300.00	300.00	300.00	0.00%
DUES & MEMBERSHIPS	485.00	1,100.00	1,100.00	1,100.00	100.00	100.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>21,875.62</b>	<b>31,700.00</b>	<b>34,200.00</b>	<b>32,200.00</b>	<b>33,200.00</b>	<b>31,200.00</b>	<b>1.58%</b>
COMPENSATION RESERVE	106,929.14	200,000.00	435,945.00	435,945.00	740,000.00	940,000.00	117.97%
TRANSFERS OUT	-	(85,153.00)	-	-	-	-	0.00%
<b>DEPARTMENT TOTAL</b>	<b>315,035.75</b>	<b>342,180.00</b>	<b>665,352.00</b>	<b>663,352.00</b>	<b>968,407.00</b>	<b>1,166,407.00</b>	<b>93.86%</b>

Position	FTE	Unit	Salary	Longevity	Total
Human Resources Director	1.0	EXEM	96,802.00	750.00	97,552.00
Benefits Coordinator	1.0	NON	57,509.00	750.00	58,259.00
Administrative Assistant	0.7	NON	38,525.00	871.00	39,396.00
<b>Total Personal Services</b>	<b>2.7</b>		<b>192,836.00</b>	<b>2,371.00</b>	<b>195,207.00</b>

**Personnel:****Other Information:**



#### Health Insurance:

The health insurance was renewed with Blue Cross Blue Shield for the period of November 1, 2015 through October 31, 2016 with a 7.83% increase which includes the following plan design changes that go into effect November 1, 2015:

Plan Design Changes Effective Nov 1, 2015:

Office Visit Co-pay: \$15 to \$20

Emergency Room Visit Co-pay: \$50 to \$75

Health Insurance Renewal:

7.83% premium increase - HMO's & PPO

7.88% premium increase - Medicare Supplemental Plan

Includes \$18,083 in mitigation funds (25% of the savings from the plan design changes).

Voluntary Ancillary Lines of Coverage Renewal:

- 8.9% Rate hold – Dental
- 0% Rate hold - Long Term Disability (LTD)
- 0% Rate hold - Short Term Disability (STD)
- 0% Rate hold - Life Insurance

**155 Technology****Mission Statement:**

The mission of the Technology Department is to provide strategic direction on technology issues and to lead technology innovation initiatives, while responsibly managing the Town of Westford's technology systems and maintaining the highest level of reliable service to the community.

**Goals:**

- Continue the transformation of the Schools technology infrastructure to support their digital learning strategy
- Look for opportunities to migrate applications to cloud infrastructure
- Continue implementation of information security programs in all departments
- Complete implementation of Office 365 and OneDrive

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
TECHNOLOGY DIRECTOR	97,627.05	102,070.00	102,070.00	102,070.00	102,070.00	102,070.00	0.00%
GIS COORDINATOR	67,450.23	70,519.00	72,280.00	72,280.00	74,088.00	74,088.00	2.50%
COMPUTER TECHNICIAN	56,283.10	68,799.00	70,519.00	70,519.00	72,280.00	74,088.00	2.50%
APPLICATIONS MANAGER	76,091.04	80,252.00	82,980.00	82,980.00	82,980.00	82,980.00	3.40%
HELP DESK COORDINATOR	64,855.05	66,406.00	66,152.00	66,152.00	66,152.00	66,152.00	-0.38%
SHARED PURCHASING	4,500.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
SHARED NETWORK ADMIN	8,452.00	6,952.00	6,952.00	6,952.00	6,952.00	6,952.00	0.00%
LONGEVITY	1,200.00	2,050.00	2,800.00	2,800.00	2,800.00	2,800.00	36.59%
<b>CATEGORY TOTAL</b>	<b>376,458.47</b>	<b>403,048.00</b>	<b>409,753.00</b>	<b>409,753.00</b>	<b>413,322.00</b>	<b>415,130.00</b>	<b>1.66%</b>

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	12,546.55	17,000.00	15,000.00	14,000.00	15,000.00	15,000.00	-17.65%
NATURAL GAS	788.96	1,100.00	1,000.00	1,000.00	1,000.00	1,000.00	-9.09%
WATER	152.31	200.00	200.00	200.00	200.00	200.00	0.00%
LIBRARY COPIER LEASE	31,017.98	26,000.00	31,500.00	31,500.00	37,000.00	37,000.00	21.15%
NETWORK SUPPORT	19,195.91	23,000.00	23,000.00	23,000.00	24,000.00	25,000.00	0.00%
DATA COMMUNICATIONS SERVICE	2,451.94	12,900.00	5,745.00	5,745.00	6,665.00	7,145.00	-55.47%
PRINTER SUPPORT	312.04	2,800.00	500.00	500.00	500.00	500.00	-82.14%
WORKSTATION SUPPORT	1,765.35	2,500.00	22,500.00	22,500.00	22,500.00	10,000.00	800.00%
SERVER SUPPORT	6,801.60	58,000.00	74,600.00	69,600.00	71,500.00	71,500.00	20.00%
TRAINING & DEVELOPMENT	398.00	8,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-37.50%
MUNIS SOFTWARE SUPPORT	56,431.15	55,054.00	58,543.00	55,443.00	59,561.00	61,088.00	0.71%
CONTRACTED SERVICES	184,903.06	193,422.00	208,750.00	208,750.00	223,250.00	208,850.00	7.92%
CONSULTING SERVICES	9,768.00	2,500.00	9,000.00	7,000.00	9,000.00	9,000.00	180.00%
TELEPHONE	41,875.45	38,497.00	37,400.00	37,400.00	38,400.00	38,400.00	-2.85%
CELLULAR PHONES / MOBILE DATA	54,784.24	58,371.00	55,645.00	55,645.00	56,895.00	59,396.00	-4.67%
PAGING SERVICES	1,086.96	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
OFFICE SUPPLIES	30,014.57	27,000.00	32,000.00	32,000.00	32,000.00	32,000.00	18.52%
HARDWARE SUPPLIES	3,399.03	-	-	-	-	-	
NETWORK HARDWARE	8,079.38	4,000.00	6,000.00	6,000.00	6,000.00	6,000.00	50.00%
SERVER HARDWARE	5,057.50	3,000.00	6,000.00	6,000.00	6,000.00	6,000.00	100.00%
WORKSTATION HARDWARE	11,134.22	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
IT SUPPLIES	149.62	-	-	-	-	-	
MILEAGE	2,272.24	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
MEETINGS & CONFERENCES	2,053.75	500.00	500.00	500.00	500.00	500.00	0.00%
BILL OF PRIOR YEAR	432.78	-	-	-	-	-	0.00%
ENCUMBRANCES	5,144.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>492,016.59</b>	<b>542,044.00</b>	<b>601,083.00</b>	<b>589,983.00</b>	<b>623,171.00</b>	<b>601,779.00</b>	<b>8.84%</b>
<b>DEPARTMENT TOTAL</b>	<b>868,475.06</b>	<b>945,092.00</b>	<b>1,010,836.00</b>	<b>999,736.00</b>	<b>1,036,493.00</b>	<b>1,016,909.00</b>	<b>5.78%</b>

**Description of Changes:**

I have continued to review the numbers that we use to create our budget by cross checking recorded expenditures in FY15. There were still some mis-categorized postings in FY15 that make some of the budget lines look over or under funded for FY17 when compared to actuals.

By far the biggest changes in our budget for FY17 are two items.

1. As we continue to extend, combine and centrally manage the video monitoring and card access systems the Town Manager has asked us to take the entire cost for those systems into this budget (where previously some departments paid their own way). That has added around \$20,000 to our budget (some of which in theory should now disappear from other budgets).

**\*\* Impact on 530920 – contracted services**

2. Following an audit by Microsoft of our license for their software in the town we discovered significant shortfalls in areas such as Microsoft Office, client “CALs”, SQL Server and SCCM. We are still negotiating the best price for an agreement to bring us into compliance and to protect us from future exposure but this will somewhere between \$76,000 and \$30,000 to our budget for FY17 and FY18 and around \$30,000 every year from then onwards. Once upside of this however is that we will use this to migrate everyone to Office 365 which includes cloud and mobile capability.

**\*\* Impact on 530470 – workstation support and 530920 – contracted services**

We see some persistent trends such as:

- Stable or reduced spending on conventional telephone & data circuit charges and increased spending on mobile phones, smart-phones, mobile data and mobile devices.
- Increasing numbers of small, mobile devices being requested without a reduction in the number of fixed, office systems. Devices for use in vehicles and the urge for increased flexibility for working are driving this trend.
- The growing expectation that WiFi should be everywhere.
- Above inflation level increases for software support costs.

The roll out of the Digital Learning Plan in the schools continues to drive a significant part of our work. Technical support for the integration of the Google Applications For Education systems and our own internal administration process has been required, as well as continual extensions to and intensification of our school WiFi networks. In some areas the town’s technical staff act as second-line support for the school technicians (and through them for the ITSS) and the volume of changes we are seeing in the schools is of course increasing the amount of time spent helping them.

**Programs & Services:****Networks (Wired and Wireless)**

- Municipal Network (WAN)
  - Maintain existing infrastructure
  - Plan and execute upgrades/updates
  - Monitor performance
  - Plan for recovery in the event of failures
- Building Networks (LANs)
  - Maintain existing infrastructure
  - Plan and execute upgrades and changes
- Internet Connection
  - Maintain various interconnects
  - Balance traffic for performance and to meet service levels

**Workstations (End User Devices)**

- Provide variety of devices depending on functions required
- Support devices (remote support and onsite)
- Manage asset inventory

**Servers**

- Provide fast, stable server environment for locally hosted applications.
- Manage storage capacity to accommodate growth
- Manage data backups and establish recovery procedures
- Manage the data centers

**Telephony**

- Manage the centralized VoIP telephone system
- Support existing telephone installations and assist with new ones

- Manage all town & school mobile phones (and Health Collaborative)
  - Billing recharge for Schools, Water and Collaborative

**Software**

- Version management and updates for centralized software
- Cross-billing for application support charges
- Administer the town website and Email systems
- Perform the lead role in maintaining the town website
- Lead projects to replace, upgrade or re-write software applications
- Develop custom web-based applications and utilities
- Provide reporting and data analysis tools
- Configure applications to meet local requirements

**GIS**

- Maintain the data in the town GIS system
- Create specialized maps for departments when needed
- Maintain the online mapping applications and published maps
- Assist with the integration of GIS into town departments to improve services or efficiency

**Security/Administration**

- Establish and promote information security standards for the town and schools
- Work with departments to ensure legal compliance with record retention and access control for information stored on computers
- Support the various public meetings with appropriate technology
- Identify and promote technology changes which would improve services or increase efficiency in town departments



### General

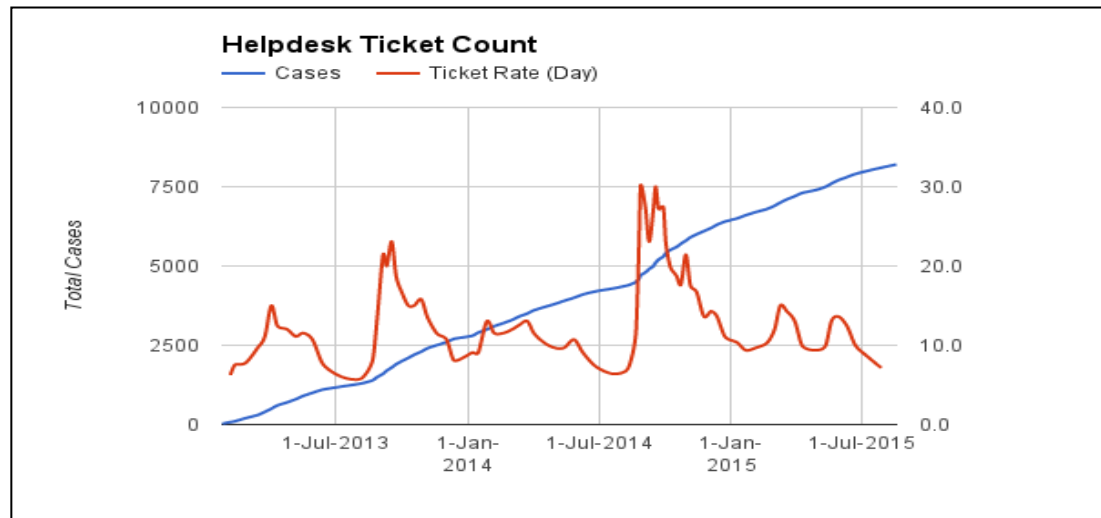
Here are the metrics for the fiscal year 2015 (shown with prior years for comparison).

### Helpdesk

In January 2014 we implemented an online helpdesk system. To begin with this was just used by the town technology staff, but in March 2014 it was extended to include the school technicians as well. The system provides a web based ticket tracking system with email notices to users and technicians. It also now acts as our central asset register (for town and school), and to a lesser extent as a software register. Broadly speaking a ticket is raised for every issue that is not quickly fixed at first contact. However, it is in the nature of issues that some can be resolved in 10 minutes while others may take days. The following table shows the number of tickets raised per month.

Looking at the rate at which tickets are created it is very obvious that a major spike occurs in September when the schools return at the beginning of each academic year. This is to be expected because virtually all upgrades and reorganizations in the schools take place during the vacation and the staff are not on site to test things before the beginning of term.

Month	2013 Tickets	2014 Tickets	2015 Tickets
January	64	269	258
February	146	228	204
March	250	296	348
April	282	217	188
May	268	228	280
June	162	188	241
July	104	129	166
August	257	368	118*
September	451	638	
October	375	496	
November	234	302	
December	188	283	
	<b>2,781</b>	<b>3,642</b>	

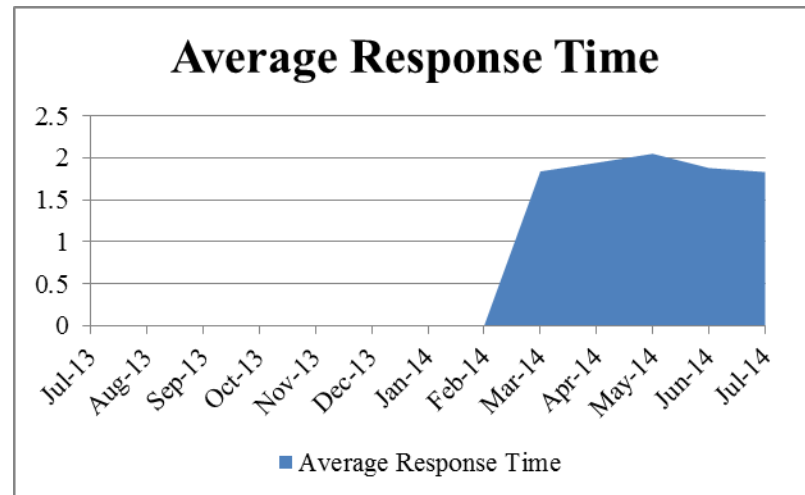


### Website Performance

Once again this year we changed the outside system we use to monitor our online systems performance and availability. This new system gives us more information and improved alerting for staff when incidents take place outside of working hours. Because of this we only have a partial year of data to report.

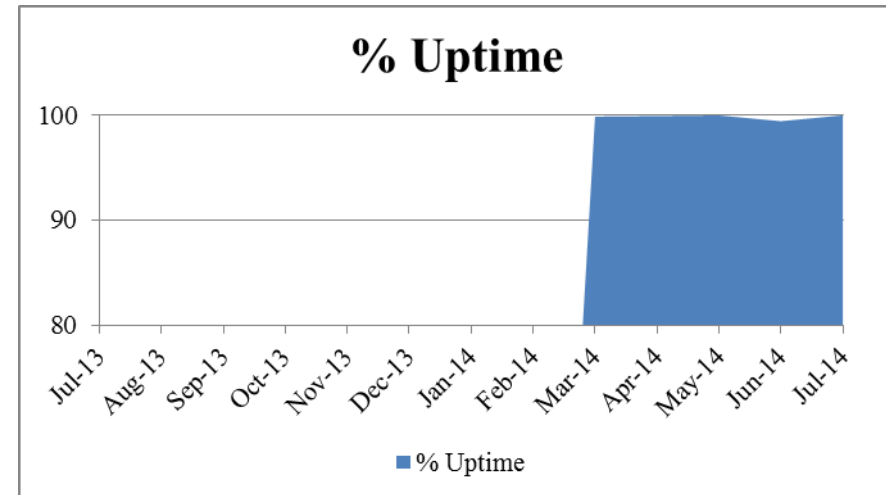
#### Response Times

The time taken to respond to a request for the town home page. All the month's reading are averaged out.



#### Uptime

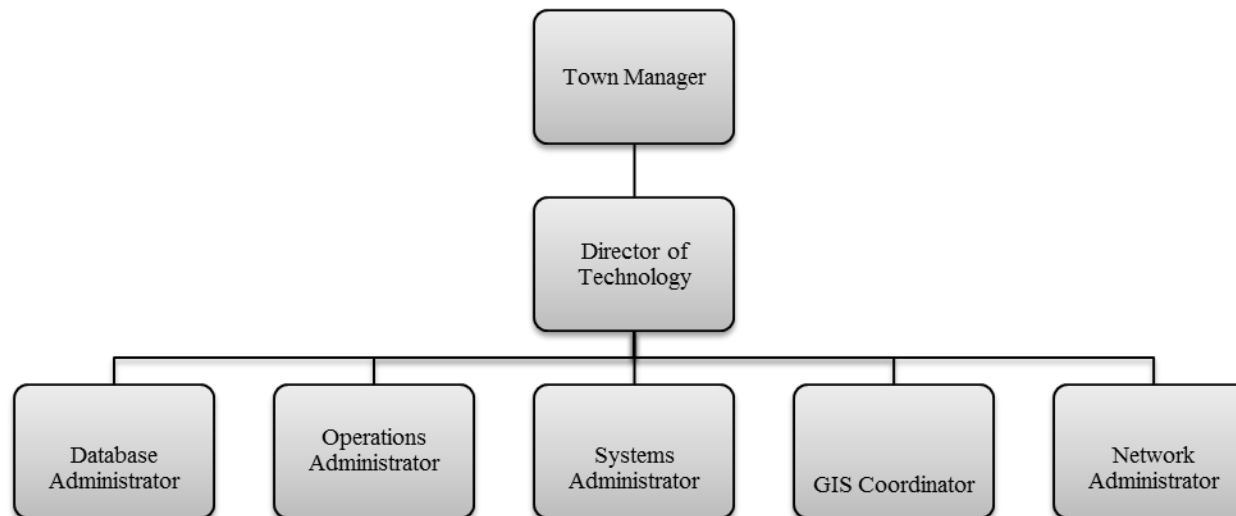
The percentage of the months' tests where the site responds within 30 seconds.



**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Technology Director	1.0	EXEM	102,070.00	500.00	102,570.00
GIS Coordinator	1.0	OPEIU	72,280.00	600.00	72,880.00
Technician	1.0	OPEIU	70,519.00		70,519.00
Applications Manager	1.0	OPEIU	82,980.00	850.00	83,830.00
Help Desk Coordinator	1.0	OPEIU	66,152.00	850.00	67,002.00
Shared School Purchasing			6,000.00		6,000.00
Shared School Network Admin			6,952.00		6,952.00
<b>Total Personal Services</b>	<b>5.0</b>		<b>406,953.00</b>	<b>2,800.00</b>	<b>409,753.00</b>

### Technology Department 2017



**161 Town Clerk****Mission Statement:**

The Town Clerk's Office is committed to excellent customer service, responsible management of elections, stewardship of the Town's archives, and upholding the principles of open government by constantly improving access to the town's public records and information resources for Town residents.

**Goals:**

Continued implementation of records management program goals: Work with the State Archives to develop an electronic records management plan; continued work on improving the Town's online document management system (DMS).

**Description of Changes:**

## PERSONAL SERVICES

**Records Supervisor:** The transfer of 4.5 hours per week from the Town Manager's budget to the Town Clerk's budget follows the successful transfer last year of board and committee management duties from the Town Manager's Office to the Town Clerk's Office. This makes management of the online database and tracking of appointments, oaths of office and ethics certificates more efficient. This position is also focusing on improving outreach to residents through website enhancements and a new resident packet which have received positive feedback. The position continues to support lunch coverage in the Town Manager's Office, but there is concern that counter traffic which historically increases in Presidential Election years leading up to the election will make leaving the office more challenging.

**Election Worker and Registrar** line items fluctuate from year to year with state primaries and elections. FY17 will be particularly busy with the Presidential Election in November 2016. In addition to absentee voting, which saw a more than a 50% increase in 2012 over 2008, early voting will be implemented in November 2016. Election Worker pay is also increased by \$1 to keep in line with the State's minimum wage.

## EXPENSES

All **Election-related Goods and Services** have been moved to a new budget line to help keep track of election costs. As an example, Election Officer food is no longer budgeted in Office supplies, all contracted services were election-related and have been moved, eliminating the need for that line item.

Increases in conferences/meetings and membership line items will cover the cost of attending the New England Archivists conference in March of 2016 as well as membership to NAGARA (National Association of Government Archives and Records Administrators). The mission and services of this organization (provided below) will support the mission of the Town Clerk's office in its stewardship of Town records and archives.

**Mission**

NAGARA is a professional association dedicated to the effective use and management of federal, state, and local government records and information in all formats. NAGARA champions good management of government archives and records programs for the benefit of government and its citizens.

**Services**

The association:

- Provides a forum for government archives and records professionals to meet, share information, and work cooperatively to solve common problems
- Develops and advocates professional standards for government archives and records administration
- Fosters greater awareness of the value of government archives and records programs
- Represents the government archives and records community on important issues

**Programs & Services:**

The Town Clerk's Office is charged with fulfilling many state and locally mandated programs and services while also serving residents and the general public as a gateway to local government. Our annual calendar of compliance includes annual census mailing and street list production; elections administration and voter data management; Town Meeting action management; Board and Committee data management, including ethics, open meeting law, and campaign finance report tracking; dog licensing; business certificate management; and flammable storage registration. The Assistant Town Clerk also services the Selectmen's office in the management of Selectmen's annual licenses, relating to alcohol, common victualler, innkeeper, automobile and automatic amusement licenses as well as Boards and Committees. On demand services include raffle permit issuance, certified copies of vital records, the sale of bulk stickers, white-goods stickers, trail maps and Roudenbush maps, assisting with the purchase of recycling totes, processing parking and other fines as well as fielding trash and recycling as well as other town-related calls.

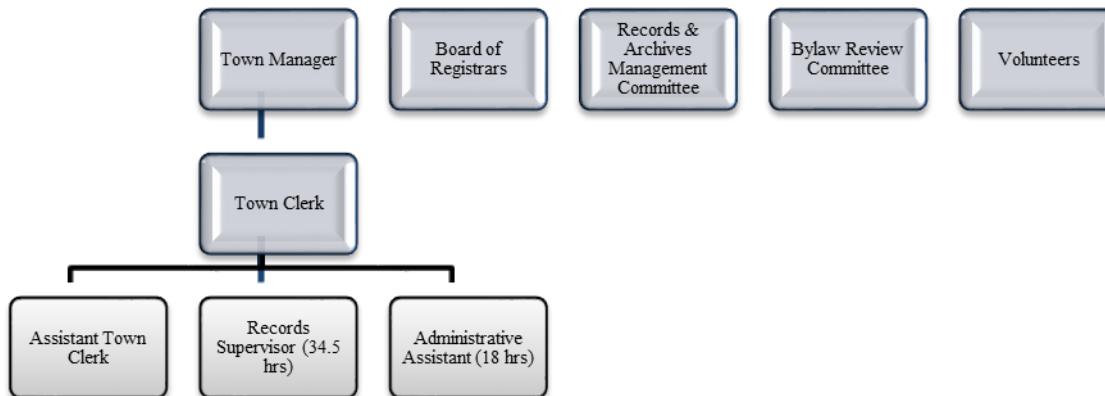
Birth, death, and burial permit records are now processed entirely online. This centralized system increases overall efficiency of managing the recording of these events. This brings with it a higher expectation for quicker turnaround of certified copies but online requests allow us to balance our flow of work around the counter, phones and statutory obligations.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN CLERK	80,032.01	84,440.00	84,440.00	84,440.00	84,440.00	84,440.00	0.00%
ASST TOWN CLERK	64,854.92	66,406.00	66,152.00	66,152.00	66,152.00	66,152.00	-0.38%
RECORDS SUPERVISOR	36,956.27	47,353.00	55,026.00	50,595.00	55,026.00	55,026.00	6.85%
ADMINISTRATIVE ASSISTANT	24,109.78	20,949.00	21,893.00	21,893.00	22,918.00	23,933.00	4.51%
ELECTION WORKERS	5,581.38	16,530.00	25,746.00	25,746.00	10,266.00	25,170.00	55.75%
REGISTRARS	3,449.15	3,261.00	5,944.00	5,944.00	2,550.00	1,925.00	82.28%
LONGEVITY	3,190.00	3,191.00	3,440.00	3,440.00	3,608.00	4,108.00	7.80%
<b>CATEGORY TOTAL</b>	<b>218,173.51</b>	<b>242,130.00</b>	<b>262,641.00</b>	<b>258,210.00</b>	<b>244,960.00</b>	<b>260,754.00</b>	<b>6.64%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	6,294.72	6,295.00	-	-	-	-	-100.00%
POSTAGE	3,621.49	4,615.00	3,705.00	3,705.00	3,800.00	3,895.00	-19.72%
ADVERTISING-LEGAL	161.74	600.00	600.00	600.00	600.00	600.00	0.00%
PRINTING SERVICES	6,024.53	7,100.00	4,600.00	4,600.00	4,600.00	4,600.00	-35.21%
RECORDS PRESERVATION	89.96	500.00	500.00	500.00	500.00	500.00	0.00%
OFFICE SUPPLIES	2,024.54	1,700.00	1,000.00	1,000.00	1,000.00	1,000.00	-41.18%
ELECTION RELATED SUPPLIES & SERVICES		-	10,075.00	10,075.00	7,175.00	10,075.00	
TRAVEL - MILEAGE	1,338.77	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
MEETINGS & CONFERENCES	350.00	1,000.00	1,752.00	1,226.00	1,660.00	1,660.00	22.60%
DUES & MEMBERSHIPS	533.12	791.00	879.00	879.00	880.00	973.00	11.13%
ENCUMBRANCES	1,025.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>21,463.87</b>	<b>23,601.00</b>	<b>24,111.00</b>	<b>23,585.00</b>	<b>21,215.00</b>	<b>24,303.00</b>	<b>-0.07%</b>
<b>DEPARTMENT TOTAL</b>	<b>239,637.38</b>	<b>265,731.00</b>	<b>286,752.00</b>	<b>281,795.00</b>	<b>266,175.00</b>	<b>285,057.00</b>	<b>6.05%</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	84,440.00	1,000.00	85,440.00
Assistant Town Clerk	1.0	OPEIU	66,152.00	1,100.00	67,252.00
Records Supervisor	0.9	CWA	50,595.00	1,100.00	51,695.00
Administrative Assistant	0.5	CWA	21,893.00	240.00	22,133.00
Election Workers			25,746.00		25,746.00
Registrars			5,944.00		5,944.00
<b>Total Personal Services</b>	<b>3.4</b>		<b>254,770.00</b>	<b>3,440.00</b>	<b>258,210.00</b>

### Town Clerk 2017



**Other Metrics:****At the Counter**

The Town Clerk's office issues several types of licenses some of which expire with the calendar year; here they are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last few years are listed below.

Item	FY2011	FY2012	FY2013	FY2014	FY2015	Notes
Bulk Stickers	1,239	1,807	1,954	2,070	2,478	
Business Certificates	142	124	121	148	138	
Dog licenses	2,400	2,481	2,030 (Sept)	2513	2075	Calendar year
Fish & Wildlife	255	34	--	--	--	Available online only as of 1/1/12
Flammable Storage Registration	38	38	41	41	36	Calendar Year
Marriage Licenses	58	59	60	53	68	
Notarizations	390	475	578	502	469	
Raffle Permits	5	13	10	8	7	
Certified Copies of Vital Records	1,183	1,108	1,180	1,088	1117	



### Selectmen's Annual Licensing

Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2011	2012	2013	2014	2015
All Alcohol Club	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	7
All Alcohol Innholder	2	2	2	2	2
All Alcohol Restaurant	16	17	21	18	18
Beer & Wine Package Store	3	4	5	6	4
Beer & Wine Restaurant	2	1	1	3	4
Common Victualler	44	44	57	54	53
Automatic Amusement	102	97	90	92	95
Class I New Car			1	1	1
Class II Used Car	9	9	9	10	10
Class III Junk Car	0	1	1	0	1

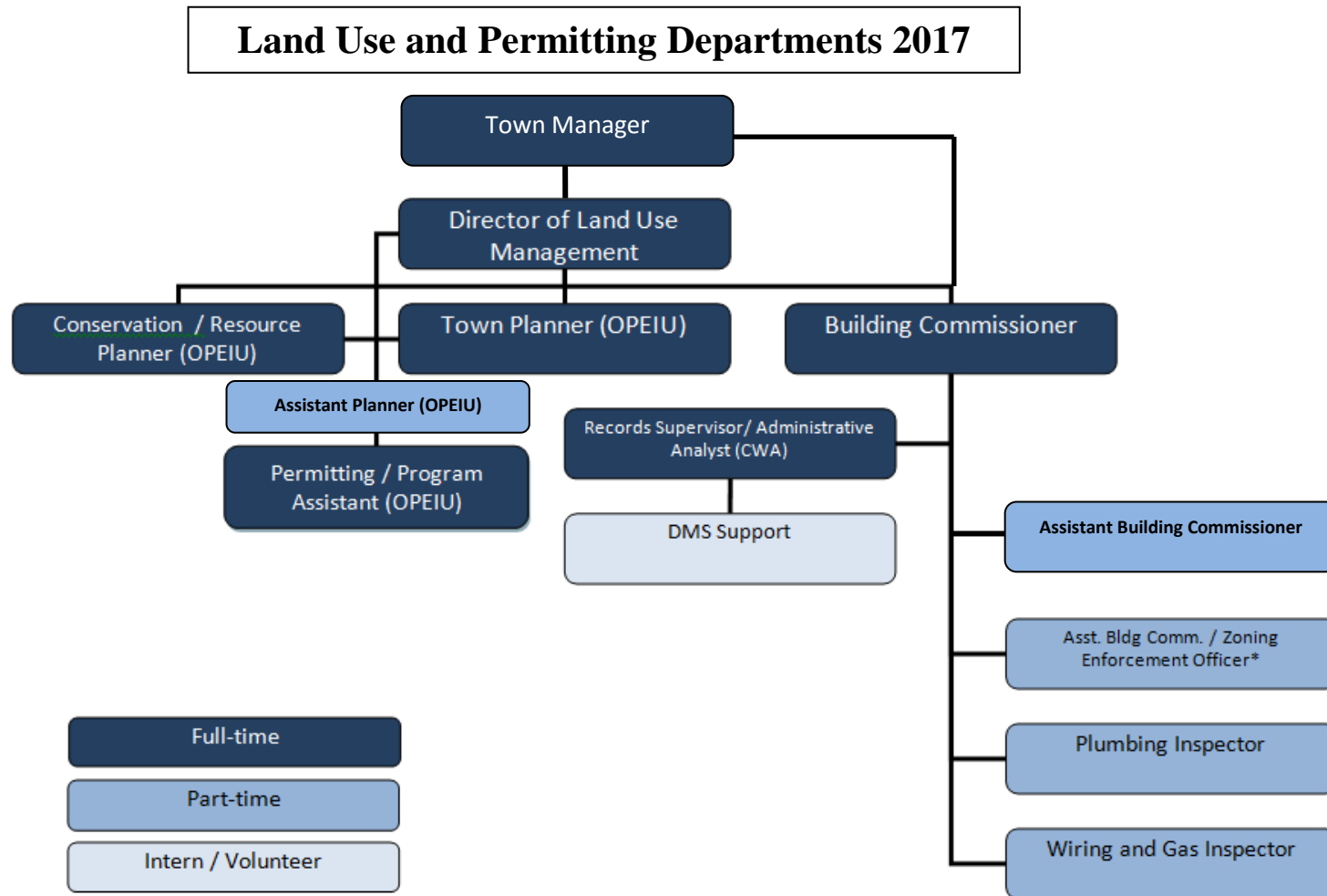
### RECORDS & ARCHIVES MANAGEMENT

Great progress has been made in working through a considerable backlog of Planning and Zoning files needing organization and digitization thanks to a Community Preservation Grant. We continue to benefit from the highly detailed work of Archivist Laura Carter, Kathy Deschenes, Nancy Barrett and Emily Teller.

It has become evident through this project that in order to sustain the level of records and archives management that is needed to properly preserve these important historical records, a permanent part time Archives Processing Clerk is needed. Without a plan the looks beyond the CPA grant, departments will continue to outgrow their space and there is not adequate staffing in the Permitting offices to focus on the records management tasks needed once projects are completed. Initially, this position would focus on completing the processing of the backlog while also managing project files as they are completed.

We continue working with ArchivesSpace to create finding aids that shares the wealth of our historical resources with residents and researchers alike.

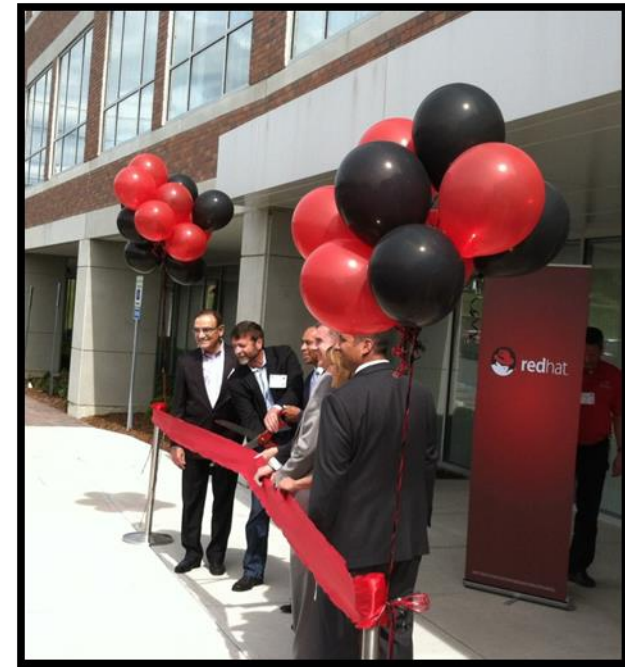
## 170 Permitting



**Mission Statement:**

The Permitting staff includes the Director of Land Use Management (DLUM) and Permitting Program Assistant who provide a high level of customer service to applicants, boards, committees and other departments. The DLUM is a “hands-on” manager who oversees the Planning, Conservation, Zoning and Building Departments, which in turn support several Boards and Commissions: Planning Board, Zoning Board of Appeals and Conservation Commission. These Boards and Commissions and the Building Department review land use permits, building permits, inspect development sites and buildings, and enforce state and local wetland regulations and local zoning regulations. The DLUM is the single point of contact for new businesses and developers who want to develop lands in the Town. DLUM also coordinates with several public-private regional efforts, such as the 495 MetroWest Partnership, CrossTown Connect, and Middlesex 3. The DLUM is often involved with Town Counsel on issues ranging from potential and actual litigation matters related to permit approvals, land acquisition, and enforcement of conditions of approvals or other restrictions. The DLUM supports the Town Manager and the Board of Selectmen on land acquisition activities, including lands where the Town analyzes its “right of first refusal” to purchase property.

Permitting staff supports, manages and staffs a number of standing committees including: Master Plan Implementation Committee, Economic Development Committee, Affordable Housing, Affordable Housing Trust Fund, Pedestrian Safety, and the Historical Commission. The DLUM, Town Planner, Assistant Planner and Conservation / Resource Planner also support ad hoc efforts such as the 12 North Main Street Task Force, Open Space and Recreation Master Plan, Town Center Parking Study, and Task Forces investigating possible purchase of lands currently in Chapter 61. Implementation of the town’s Master Plan is a priority as are implementation of other adopted land use reports and studies. This department is a resource for interdepartmental efforts such as Strategic Planning Retreats, joint management of Town owned lands and facilities, a key participant in Economic Development planning and implementation, and conducting public outreach and participation. The permitting and land use department is also involved in responding to litigation related to appeals of local permits and other legal matters related to enforcement of regulations and restrictions. The Permitting Program Assistant manages and tracks a variety of financial accounts such as the Affordable Housing Trust Fund, Developer Bonds and Peer Review Escrow accounts, development mitigation accounts and Planning, Zoning and Conservation permitting fees.



**Goals:**

- 1) Creative management of staff in the Planning, Zoning, Conservation and Building Departments in order to **provide high quality services to the public and to our customers in a busy work environment** and ensure that staff have the tools they need to handle the high volume of permits and ad hoc requests;
- 2) **Improve the transparency** of the Boards and Commissions by making improvements to their web pages and uploading protocols;
- 3) **Improve tracking and enforcement** of land use matters (including zoning enforcement, coordination for conditions of approval, and town owned land management);
- 4) Continue the **review of Master Plan action items** and initiate work on certain Master Plan Action Items presented to staff, Boards and Committees in FY 16 for review and feedback;
- 5) Continue participation in **multi-town regional efforts** such as CrossTown Connect and Middlesex 3 to increase opportunities for the Town's businesses and residents, especially related to alternative transportation measures; and
- 6) Work with each Board to **actively address policy priorities** such as amendments to zoning bylaws that are achievable with limited staff and/or find resources to hire consultants to address the priorities. These projects may include improvements to bylaws or multi-disciplinary efforts, such as implement the Stormwater Master Plan, create a transportation mitigation system, and address the Master Plan action items.

**Summary of Permit Activity for Land Use and Permitting Departments**

	Planning Board	Board of Appeals	Conservation Commission	Totals
FY 2011	34	34	60	<b>128</b>
FY 2012	51	37	69	<b>157</b>
FY 2013	52	52	47	<b>151</b>
FY 2014	40	50	48	<b>138</b>
FY 2015	49	37	41	<b>127</b>

*Note – permits vary widely in complexity and amount of work required to process*

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
ASSISTANT PLANNER	42,331.26	44,144.00	45,248.00	45,248.00	46,378.00	47,538.00	2.50%
DIRECTOR LAND USE MANAGEMENT	96,205.08	100,583.00	100,583.00	100,583.00	100,583.00	100,583.00	0.00%
PERMITTING PROGRAM ASST	57,864.78	60,209.00	57,622.00	57,622.00	59,979.00	59,979.00	-4.30%
INTERN / DMS SUPPORT	3,431.76	4,969.00	4,969.00	4,969.00	4,969.00	4,969.00	0.00%
LONGEVITY	850.00	1,350.00	500.00	500.00	500.00	884.00	-62.96%
<b>CATEGORY TOTAL</b>	<b>200,682.88</b>	<b>211,255.00</b>	<b>208,922.00</b>	<b>208,922.00</b>	<b>212,409.00</b>	<b>213,953.00</b>	<b>-1.10%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	30,900.00	38,900.00	39,830.00	35,830.00	39,830.00	39,830.00	-7.89%
OFFICE SUPPLIES	2,890.80	3,200.00	3,400.00	3,000.00	3,200.00	3,200.00	-6.25%
TRAVEL-MILEAGE	1,440.00	1,440.00	1,560.00	1,560.00	1,560.00	1,560.00	8.33%
MEETINGS & CONFERENCES	615.00	500.00	500.00	500.00	500.00	500.00	0.00%
DUES AND MEMBERSHIPS	345.00	825.00	985.00	985.00	975.00	975.00	19.39%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>36,190.80</b>	<b>44,865.00</b>	<b>46,275.00</b>	<b>41,875.00</b>	<b>46,065.00</b>	<b>46,065.00</b>	<b>-6.66%</b>
<b>DEPARTMENT TOTAL</b>	<b>236,873.68</b>	<b>256,120.00</b>	<b>255,197.00</b>	<b>250,797.00</b>	<b>258,474.00</b>	<b>260,018.00</b>	<b>-2.08%</b>

### Description of Changes:

FY15 saw the departure of two long term employees and replacement hires. In addition, long time Executive Director of the Westford Housing Authority (WHA), Chris Pude retired. The WHA provides close coordination with the DLUM to monitor and manage affordable housing. The Master Plan Implementation Committee (MPIC) continued its work and the Town completed a major land acquisition of 44 acres in the northwest part of town. The Planning and Zoning Boards each had to respond to litigation related to the Asphalt Plant, which required extraordinary efforts on a very limited schedule set forth in a Land Court Decision. The two Boards held 11 hearings on the matter and both boards rejected the applications for the asphalt plant. The matter remains in litigation.



**Programs & Services:***Director of Land Use Management*

1. Manages and coordinates staff resources for Planning Board, Building Permits and inspections, Wetland Protection Act, enforcement and follow up on conditions of approval and participates in complex multi-departmental projects. The DLUM prepares overall department budget, staff evaluations and mentors staff.
2. Prepares materials for the MPIC, Board of Selectmen, and other Committees on an as needed basis. Examples include create and prepare Protocols for Chapter 61 properties, Drop Box Regulations, and coordination with property owners and developers relating to negotiations of development agreements, Tax Increment Financing (TIF).
3. Works with Legal Counsel on various litigation matters including trainings to prevent litigation, trial preparation, and settlement negotiations.
4. Oversees public records requests and improve public access to documents.
5. Coordinates activities with Affordable Housing committee and Trust.
6. Provides financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund.
7. 2015 Policy Priorities Assigned by Town Manager / Board of Selectmen
  - a) Economic development committee, continued work on Community Transportation Management.
  - b) Participate in 12 North Main Street clean up and redevelopment studies.
  - c) Participate in multi department review of maintenance of public properties.
  - d) Primary responsibility for crafting and implementing the policy/procedures related to properties where Town has a Right of First Refusal (Chapter 61 and APR lands).

*Permitting / Program Assistant*

1. Administrative support to Planning, Conservation, Zoning and Permitting personnel
  - a) Coordinate payment of invoices and accounting in QuickBooks for approximately 24 Conservation, Planning and Zoning developer escrow accounts containing more than \$100,000.
  - b) Maintain multiple QuickBooks accounts, tracking, reporting, release and closeout of approximately 22 Planning and Zoning developer performance bonds containing more than \$450,000.
  - c) Pay invoices and manage accounting information in QuickBooks for the Affordable Housing Trust Fund.

- d) Provide back up support to Building Department Records Specialist, including answering the phone, scheduling inspections, and staffing the service counter.
- e) Prepare and maintain procedural checklist for Planning and Zoning Board permits.
- f) Meeting packet preparation for Planning Board, Conservation Commission and Board of Appeals (~5 packets/month), and other Committees as directed.

*Assistant Planner*

- 1. Support Town Planner and Conservation / Resource Planner to create and administer filings, legal notices, pre-application meetings with applicants, site visits, and other work as needed.
- 2. Prepare minutes for Conservation Commission (2 meetings per month).

*Personnel:*

No changes in FY 17.



**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director of Land Use Management	1.0	EXEM	100,583.00	500.00	101,083.00
Asst. Planner	0.6	OPEIU	45,248.00		45,248.00
Permitting Program Asst	1.0	OPEIU	57,622.00		57,622.00
Intern / DMS Support			4,969.00		4,969.00
<b>Total Personal Services</b>	<b>2.6</b>		<b>208,422.00</b>	<b>500.00</b>	<b>208,922.00</b>

**171 Conservation****Mission Statement:**

The Conservation Commission's chief responsibilities are administering the state's Wetlands Protection Act and Westford's Non-zoning Wetland Bylaw. The Commission serves the town in a regulatory capacity, as well as a conservation capacity, reviewing activities in or near wetlands to protect the important benefits and resource values provided by wetlands and their adjacent upland habitats. The Commission has the care and custody of over 2000 acres of open space land owned by the town, and is also responsible for monitoring over 1,700 acres of private land protected by Conservation Restrictions. The Commission manages buildings and associated facilities at East Boston Camps located on the Stony Brook Conservation land and at the Hill Orchard located on Hunt Road.

**Goals for FY 2016**

- Bring high level of professional work to the Land Use and Permitting Department.
- Working with new Coordinator to make improvements to East Boston Camp facilities at Stony Brook Conservation Lands.
- Develop and implement program of tracking wetland projects to reduce number of projects not receiving Certificates of Compliance.
- Implement action items identified in the updated Open Space and Recreation Plan.
- Continue to monitor Conservation Restrictions and town owned lands with assistance of contractor.

**Description of Changes:**

Carol Gumbart started work as the new Conservation / Resource Planner at the end of FY 15. Long time employee Bill Turner retired in the winter of FY 15. East Boston Camp "Coordinator" position should be in place by mid point in FY 16. FY 17 sees the funding restored from operating budget for the position. The Conservation Department continues to benefit from the part-time Assistant Planner in the Permitting Department, who provides minutes for the Conservation Commission and also is updating the Open Space and Recreation Plan in calendar year 2015.





	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
CONSERVATION COORDINATOR	65,018.14	78,982.00	80,956.00	80,956.00	82,980.00	82,980.00	2.50%
STIPEND	-	-	-	-	-	-	
LONGEVITY	2,100.00	-	-	-	-	-	
INTERIM COORDINATOR		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>67,118.14</b>	<b>78,982.00</b>	<b>80,956.00</b>	<b>80,956.00</b>	<b>82,980.00</b>	<b>82,980.00</b>	<b>2.50%</b>
<b>EXPENSES</b>							
CONSULTING SERVICES		5,000.00	5,000.00	2,000.00	5,000.00	5,000.00	-60.00%
OTHER PURCHASED SERVICES	165.94	300.00	300.00	300.00	300.00	300.00	0.00%
OFFICE EQUIPMENT		-	100.00	100.00	100.00	100.00	
CONSERVATION SUPPLIES	6.96	100.00	-	-	-	-	-100.00%
TRAVEL - MILEAGE	494.51	600.00	600.00	600.00	600.00	600.00	0.00%
MEETINGS & CONFERENCES	110.00	350.00	350.00	350.00	350.00	350.00	0.00%
DUES AND MEMBERSHIPS	690.00	690.00	710.00	710.00	730.00	752.00	2.90%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,467.41</b>	<b>7,040.00</b>	<b>7,060.00</b>	<b>4,060.00</b>	<b>7,080.00</b>	<b>7,102.00</b>	<b>-42.33%</b>
Note-\$7,500 to be appropriated from Wetlands Receipts Reserved							
<b>DEPARTMENT TOTAL</b>	<b>68,585.55</b>	<b>86,022.00</b>	<b>88,016.00</b>	<b>85,016.00</b>	<b>90,060.00</b>	<b>90,082.00</b>	<b>-1.17%</b>

### Programs & Services:

1. Support Conservation Commission by providing draft decisions and regulatory documents.
2. Issue permits pursuant to MA Wetlands Protection Act and Westford Non-zoning Bylaw.
3. Enforce MA Wetlands Protection Act and Westford Non-zoning Bylaw and associated regulations.
4. Review and approve building permits for compliance with MA Wetlands Protection Act and Westford Non-zoning Bylaw.
5. Provide technical review of projects brought to other town boards and committees related to MA Wetlands Protection Act and Westford Non-zoning Bylaw, as well as association to open spaces and conserved land.
6. Through contract, provide new Conservation Restrictions and improve Town Owned Lands tracking.

7. Assist with the permanent conservation of land through a variety of tools including acquisitions, gifts, and restrictions.
8. Manage conservation properties and oversee contracted services at East Boston Camps, Day land and Hill Orchard.
9. Work with Permitting/Program Assistant and Assistant Planner to provide customer service.
10. When opportunities for open space land acquisition arise provide professional advice and follow through.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipend</b>	<b>Total</b>
Conservation Coordinator	1.0	OPEIU	80,956.00	-	-	80,956.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>80,956.00</b>	-	-	<b>80,956.00</b>

**175 Planning Board****Mission Statement:**

The Town Planner provides a high level of services to two boards: the Planning Board and the Zoning Board of Appeals. Each of these boards hears applications and reviews public policies related to development and land management. Applicants rely on the Planner to assist them through the process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Planner advises on matters of public policy, coordinates closely with other departments in development review and follow up to make sure that conditions of approval are followed. The Planner hosts the monthly technical review meetings, as a mechanism to insure interdepartmental coordination and open discussion amongst other departments.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN PLANNER	71,903.94	78,982.00	80,956.00	80,956.00	82,980.00	82,980.00	2.50%
LONGEVITY		-	-	-	600.00	600.00	
<b>CATEGORY TOTAL</b>	<b>71,903.94</b>	<b>78,982.00</b>	<b>80,956.00</b>	<b>80,956.00</b>	<b>83,580.00</b>	<b>83,580.00</b>	<b>2.50%</b>
<b>EXPENSES</b>							
CONTRACTED CLERICAL SERVICES		4,400.00	4,375.00	4,375.00	4,375.00	4,375.00	-0.57%
ADVERTISING - LEGAL	259.02	1,500.00	1,500.00	1,000.00	1,500.00	1,500.00	-33.33%
REGISTRY EXPENSES	-	75.00	75.00	75.00	75.00	75.00	0.00%
BOOKS & SUBSCRIPTIONS	413.58	200.00	600.00	600.00	200.00	200.00	200.00%
PLANNING STUDIES	12,128.95	-	17,000.00	12,500.00	15,000.00	15,000.00	
TRAVEL-MILEAGE		150.00	150.00	150.00	150.00	150.00	0.00%
MEETINGS & CONFERENCES	272.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
DUES & MEMBERSHIPS	445.00	545.00	245.00	245.00	470.00	245.00	-55.05%
ENCUMBRANCES							
<b>CATEGORY TOTAL</b>	<b>13,518.55</b>	<b>7,970.00</b>	<b>25,045.00</b>	<b>20,045.00</b>	<b>22,870.00</b>	<b>22,645.00</b>	<b>151.51%</b>
<b>DEPARTMENT TOTAL</b>	<b>85,422.49</b>	<b>86,952.00</b>	<b>106,001.00</b>	<b>101,001.00</b>	<b>106,450.00</b>	<b>106,225.00</b>	<b>16.16%</b>

**Goals for FY 2017**

- Review for possible amendment - Subdivision roadway standards.
- Work with Town Planner and Town Treasurer to transfer all accounting to QuickBooks

**Description of Changes:**

Asphalt Plant litigation was a primary duty for the Town Planner in FY 15. He also participated on the Stormwater Management Plan; and Main Street Water/Road improvements. The Planning Department continues to benefit from the addition of a part-time Assistant Planner in the Permitting Department to allow more of the Town Planner's time to be spent supporting Boards and Committees, and policy initiatives such as Master Plan implementation.

**Programs & Services:**

1. Sign off on issuance of building permits upon compliance with permit conditions.
2. Lead and facilitate monthly Technical Review meetings for departments involved in permitting or inspection of new development.
3. Dedicated support to Planning Board.
4. Coordination of construction inspection with Engineering and other Town Departments.
6. Sign permit staff reports to the Board of Selectmen; permitting coordination with Building Department.
7. Professional and procedural work related to Board and citizen-proposed zoning amendments.
8. Litigation support to Town Counsel.
9. Compliance with public records and open meeting law.
10. Contribution to public policy initiatives such as staff support and drafting, community outreach activities relative to Zoning Bylaw Amendments.
11. As-needed support to Board of Selectmen, Historical Commission.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Planner	1.0	OPEIU	80,956.00	-	80,956.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>80,956.00</b>	<b>-</b>	<b>80,956.00</b>

**176 Zoning Board of Appeals****Mission Statement:**

The Board of Appeals strives to provide timely and efficient permitting to applicants who seek relief from the zoning bylaw and to provide fair and open permits for projects coming in as 40B (Comprehensive Permits) which provide affordable housing. The Board is diligent in making sure that permit conditions and commitments from applicants are followed through.

**Goals for FY 2017**

Continue to provide service to residents and Board to process applications in a timely manner with a high degree of professionalism.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
CONTRACTUAL CLERICAL SERVICES		2,100.00	2,100.00	2,100.00	2,100.00	2,100.00	0.00%
MEETINGS & CONFERENCES	-	150.00	175.00	175.00	175.00	175.00	16.67%
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	-	<b>2,250.00</b>	<b>2,275.00</b>	<b>2,275.00</b>	<b>2,275.00</b>	<b>2,275.00</b>	<b>1.11%</b>
<b>DEPARTMENT TOTAL</b>	-	<b>2,250.00</b>	<b>2,275.00</b>	<b>2,275.00</b>	<b>2,275.00</b>	<b>2,275.00</b>	<b>1.11%</b>

**Description of Changes**

No changes anticipated in FY 17.

**Programs & Services:**

The Board of Appeals meets monthly to review applications seeking relief from the standards and provisions of the Zoning Bylaw and for certain Special Permits such as Accessory Dwelling Units. They also are the Special Permit Granting Authority for all wireless telecommunications facility applications and Comprehensive Permits (40B).

## 192 Town Hall

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
ADDITIONAL COVERAGE	-	10,440.00	10,440.00	-	10,440.00	10,440.00	-100.00%
CUSTODIANS	34,748.58	37,744.00	37,600.00	37,600.00	37,600.00	37,600.00	-0.38%
OVERTIME	5,210.45	3,500.00	4,000.00	4,000.00	4,000.00	4,000.00	14.29%
LONGEVITY	850.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
<b>CATEGORY TOTAL</b>	<b>40,809.03</b>	<b>52,784.00</b>	<b>53,140.00</b>	<b>42,700.00</b>	<b>53,140.00</b>	<b>53,140.00</b>	<b>-19.10%</b>
<b>EXPENSES</b>							
CLOTHING ALLOWANCE	540.00	740.00	740.00	740.00	740.00	740.00	0.00%
ELECTRICITY	26,461.72	27,000.00	25,602.00	25,602.00	25,602.00	25,602.00	-5.18%
HEATING FUEL	5,878.79	8,000.00	6,504.00	6,504.00	6,504.00	6,504.00	-18.70%
WATER	1,609.29	1,600.00	1,650.00	1,650.00	1,650.00	1,650.00	3.13%
BUILDING MAINTENANCE	15,132.52	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
GROUNDS MAINTENANCE	2,499.00	3,000.00	2,500.00	2,500.00	3,000.00	3,000.00	-16.67%
VEHICLE MAINTENANCE	1,196.65	850.00	1,000.00	1,000.00	1,000.00	1,000.00	17.65%
EQUIPMENT MAINTENANCE	2,525.87	5,000.00	3,000.00	3,000.00	4,500.00	4,500.00	-40.00%
OFFICE EQUIPMENT MAINTENANCE	686.49	-	750.00	750.00	750.00	750.00	
BLDG MAINT SVCS - HVAC	7,492.00	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%
BLD MAINT SVCS - GENERATOR & ELECT	-	2,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-25.00%
BLDG MAINT SVCS - ELEVATOR	1,525.00	2,400.00	2,000.00	2,000.00	2,000.00	2,000.00	-16.67%
BLD MAINT SVCS - FIRE/ALARM	2,254.71	1,000.00	2,000.00	2,000.00	2,000.00	2,000.00	100.00%
POSTAGE METER RENTAL	2,575.68	2,800.00	2,389.00	2,389.00	2,800.00	2,800.00	-14.68%
POSTAGE	15,330.00	15,000.00	16,000.00	16,000.00	15,000.00	15,000.00	6.67%
GASOLINE	635.03	800.00	800.00	800.00	600.00	600.00	0.00%
COPIER SUPPLIES	5,073.97	5,400.00	5,100.00	5,100.00	5,000.00	5,000.00	-5.56%
CUSTODIAL/CLEANING SUPPLIES	1,519.43	1,800.00	1,600.00	1,600.00	1,600.00	1,600.00	-11.11%
BOTTLED WATER	427.80	600.00	450.00	450.00	450.00	450.00	-25.00%
ENCUMBRANCES	5,286.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>98,649.95</b>	<b>92,990.00</b>	<b>89,585.00</b>	<b>89,585.00</b>	<b>90,696.00</b>	<b>90,696.00</b>	<b>-3.66%</b>
<b>DEPARTMENT TOTAL</b>	<b>139,458.98</b>	<b>145,774.00</b>	<b>142,725.00</b>	<b>132,285.00</b>	<b>143,836.00</b>	<b>143,836.00</b>	<b>-9.25%</b>

**Description of Changes:**

- The Additional Coverage position has been reduced to zero. Overall, the Town Hall budget was reduced by 3.66% from FY16.

**Programs & Services:**

The following departments are located in Town Hall: Town Manager, Finance, Town Accountant, Assessors, Treasurer/Collector, Human Resources, Town Clerk, Permitting, Conservation, Planning, Building, and the Board of Health. The Town Hall also contains the archive center and vault for official town records.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Custodian	0.8	CWA	37,600.00	1,100.00	38,700.00
Overtime			4,000.00		4,000.00
<b>Total Personal Services</b>	<b>0.8</b>		<b>41,600.00</b>	<b>1,100.00</b>	<b>42,700.00</b>

**Other Information:**

The Town Hall is open Monday through Friday from 8 AM to 4 PM.



**199 Public Buildings & Properties Maintenance**

**Mission Statement:** The mission of the Public Buildings and Properties Maintenance budget is to support the preservation of town facilities and prevent costly repairs through proactive planning and cost-effective use of public resources.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
PROJECT INSPECTOR - FACILITIES TE	32,542.35	32,993.00	-	32,993.00	32,993.00	32,993.00	0.00%
FACILITY PROJECT MANAGER		-	70,000.00	-	-	-	
OPM STIPEND	6,804.42	7,830.00	-	7,830.00	7,830.00	7,830.00	0.00%
CUSTODIAN	8,601.84	9,437.00	9,437.00	9,437.00	9,437.00	9,437.00	0.00%
OVERTIME	540.06	5,000.00	3,000.00	1,000.00	3,000.00	3,000.00	-80.00%
LONGEVITY	250.00	250.00	250.00	250.00	425.00	425.00	0.00%
<b>CATEGORY TOTAL</b>	<b>48,738.67</b>	<b>55,510.00</b>	<b>82,687.00</b>	<b>51,510.00</b>	<b>53,685.00</b>	<b>53,685.00</b>	<b>-7.21%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	349.96	350.00	350.00	350.00	350.00	350.00	0.00%
ELECTRICITY	1,086.72	2,800.00	1,200.00	1,200.00	1,200.00	1,200.00	-57.14%
HEATING FUEL	2,036.61	2,200.00	2,100.00	2,100.00	2,100.00	2,100.00	-4.55%
BUILDING MAINTENANCE	-	10,000.00	10,000.00	5,000.00	15,000.00	15,000.00	-50.00%
GROUNDS MAINTENANCE	-	500.00	500.00	500.00	500.00	500.00	0.00%
BLDG MAINT SVCS - HVAC	1,100.00	750.00	1,000.00	1,000.00	1,000.00	1,000.00	33.33%
BLDG MAINT SVCS -PLUMBING	-	500.00	1,000.00	1,000.00	1,000.00	1,000.00	100.00%
BLDG MAINT SVCS -ELECTRICAL REP	1,477.36	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
BLDG MAINT SVCS -PAINT	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
BLDG MAINT SVCS -ROOF	4,335.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
BLDG MAINT - SECURITY	-	1,200.00	1,000.00	1,000.00	1,000.00	1,000.00	-16.67%
TRAINING & DEVELOPMENT	99.00	-	150.00	150.00	150.00	150.00	
CONTRACTED SERVICES	2,371.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
TRAVEL - MILEAGE	60.37	-	100.00	100.00	100.00	100.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>12,916.02</b>	<b>27,800.00</b>	<b>26,900.00</b>	<b>21,900.00</b>	<b>31,900.00</b>	<b>31,900.00</b>	<b>-21.22%</b>
<b>DEPARTMENT TOTAL</b>	<b>61,654.69</b>	<b>83,310.00</b>	<b>109,587.00</b>	<b>73,410.00</b>	<b>85,585.00</b>	<b>85,585.00</b>	<b>-11.88%</b>

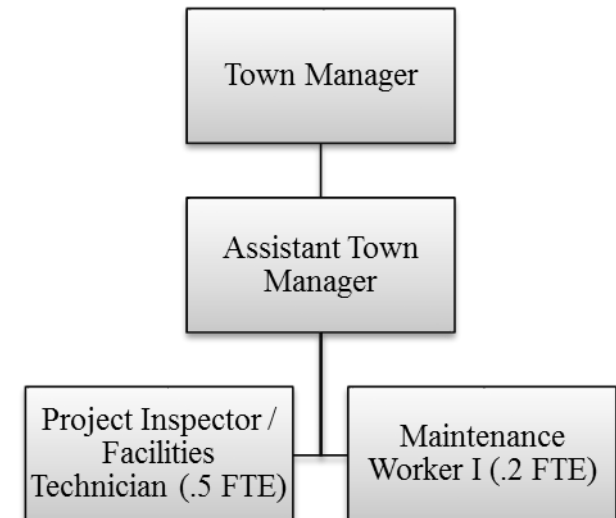
**Description of Changes:**

A full time facility project manager position was requested but not funded due to lack of available funds. The overtime and Building Maintenance line items were decreased as part of necessary budget reductions.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Project Inspector - Facilities Tech	0.5	CWA	32,993.00	250.00	33,243.00
Custodian	0.2	CWA	9,437.00		9,437.00
OPM Stipend		CWA	7,830.00		7,830.00
Overtime			1,000.00		1,000.00
<b>Total Personal Services</b>	<b>0.7</b>		<b>51,260.00</b>	<b>250.00</b>	<b>51,510.00</b>

**Public Buildings & Properties  
Maintenance 2017**



## Public Safety

### 210 Police Department

#### **Mission Statement:**

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

#### **Goals:**

- Facilitate the merger of Police and Fire Joint Dispatch.
- Work with both Town and School Departments to improve building and staff security.
- Continue to increase pedestrian safety through enforcement, education and awareness.
- Apply for reimbursement for all unfunded mandates and pursue any available grant opportunities.
- Continue to strive for the highest degree of professionalism and thoroughness in the delivery of services to the public.
- To enhance and promote public confidence in the department by demonstrating the best professional practices in all areas of policing.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
POLICE CHIEF	133,650.33	139,732.00	139,732.00	139,732.00	139,732.00	139,732.00	0.00%
DEPUTY CHIEF	110,395.36	108,488.00	108,074.00	108,074.00	108,074.00	108,074.00	-0.38%
CAPTAIN	186,510.60	187,226.00	186,511.00	186,511.00	186,511.00	186,511.00	-0.38%
LIEUTENANTS	318,091.88	323,838.00	322,910.00	322,910.00	322,910.00	322,910.00	-0.29%
SERGEANTS	502,662.21	527,299.00	523,201.00	523,201.00	525,863.00	528,780.00	-0.78%
PATROLMEN	1,552,522.65	1,642,377.00	1,732,036.00	1,636,588.00	1,653,912.00	1,670,061.00	-0.35%
UNIFORMED DISPATCH PERS	296,531.58	310,824.00	-	-	-	-	-100.00%
OFFICE MANAGER	58,508.95	60,209.00	59,979.00	59,979.00	59,979.00	59,979.00	-0.38%
RECORDS SUPERVISOR-ADMINISTRATIV	47,292.64	58,919.00	55,026.00	55,026.00	55,026.00	55,026.00	-6.61%
RECORDS SUPERVISOR-OPERATIONAL	57,545.28	58,919.00	58,694.00	58,694.00	58,694.00	58,694.00	-0.38%
OPERATIONS ADMINISTRATOR	73,588.95	77,911.00	-	-	-	-	-100.00%
MAINTENANCE WORKER II	49,092.67	50,325.00	48,693.00	48,693.00	50,133.00	50,133.00	-3.24%
QUINN BILL	457,413.53	468,857.00	463,875.00	444,786.00	447,064.00	454,837.00	-5.13%
OVERTIME	331,904.63	404,605.00	378,105.00	290,605.00	290,605.00	290,605.00	-23.14%
COURT APPEARANCES	30,855.21	28,373.00	30,855.00	30,855.00	30,855.00	30,855.00	8.75%
SPECIAL DETAILS	17,312.32	17,293.00	17,293.00	17,293.00	17,293.00	17,293.00	0.00%
TRAINING WAGES	45,624.86	51,510.00	52,540.00	51,510.00	51,510.00	51,510.00	0.00%
SHIFT DIFFERENTIAL	50,207.02	54,433.00	54,433.00	50,000.00	50,000.00	50,000.00	-8.14%
SPECIALTY STIPENDS	3,000.00	4,000.00	3,750.00	3,750.00	3,750.00	3,750.00	-6.25%
STIPEND / ACCREDITATION	66,397.81	55,200.00	52,400.00	50,400.00	50,400.00	50,400.00	-8.70%
HOLIDAY PAY	107,231.24	115,640.00	104,597.00	100,306.00	101,205.00	102,062.00	-13.26%
LONGEVITY	49,188.88	52,750.00	42,700.00	42,700.00	48,200.00	50,200.00	-19.05%
ON CALL	11,891.04	19,709.00	19,709.00	19,709.00	19,709.00	19,709.00	0.00%
RETIREMENT NOTICE INCENTIVE	6,075.71	2,860.00	2,860.00	2,860.00	2,860.00	2,860.00	0.00%
SICK TIME BUYBACK	5,728.48	5,600.00	5,700.00	5,700.00	5,700.00	5,700.00	1.79%
SICK TIME INCENTIVE		8,650.00	8,650.00	8,650.00	8,650.00	8,650.00	0.00%
COMP TIME BUYOUT	4,968.37	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
<b>CATEGORY TOTAL</b>	<b>4,574,192.20</b>	<b>4,841,047.00</b>	<b>4,477,823.00</b>	<b>4,264,032.00</b>	<b>4,294,135.00</b>	<b>4,323,831.00</b>	<b>-11.43%</b>

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
PSYCHE/MED TESTING	4,828.28	2,450.00	2,450.00	1,450.00	2,450.00	2,450.00	-40.82%
UNIFORM ALLOWANCES	58,195.62	59,265.00	56,940.00	54,940.00	54,940.00	54,940.00	-7.30%
ELECTRICITY	48,310.38	56,600.00	48,600.00	48,600.00	48,600.00	48,600.00	-14.13%
NATURAL GAS	19,174.03	19,629.00	21,708.00	20,000.00	20,000.00	20,000.00	1.89%
GENERATOR FUEL - DIESEL	-	600.00	600.00	500.00	500.00	500.00	-16.67%
WATER	2,627.01	3,600.00	3,600.00	3,000.00	3,000.00	3,000.00	-16.67%
MAINTENANCE BLDG & GRD	65,479.29	37,986.00	37,986.00	37,986.00	37,986.00	37,986.00	0.00%
VEHICLE MAINTENANCE	52,738.72	51,880.00	52,739.00	52,739.00	52,739.00	52,739.00	1.66%
EQUIPMENT MAINTENANCE	23,937.83	25,500.00	12,500.00	12,500.00	12,500.00	12,500.00	-50.98%
COMMUNICATION EQUIP	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
TRAINING CLASSES	20,300.98	24,319.00	24,319.00	24,319.00	24,319.00	24,319.00	0.00%
POSTAGE	829.59	1,500.00	1,500.00	1,000.00	1,000.00	1,000.00	-33.33%
ADVERTISING-LEGAL	-	400.00	400.00	400.00	400.00	400.00	0.00%
GASOLINE	98,712.26	98,842.00	105,000.00	100,000.00	100,000.00	100,000.00	1.17%
OFFICE SUPPLIES	7,644.34	6,500.00	7,600.00	6,500.00	6,500.00	6,500.00	0.00%
BULLET PROOF VESTS	4,475.00	4,800.00	18,000.00	-	5,000.00	5,000.00	-100.00%
PRISONER MEALS	175.04	200.00	200.00	200.00	200.00	200.00	0.00%
FIREARMS SUPPLIES	17,544.24	26,995.00	18,000.00	18,000.00	18,000.00	18,000.00	-33.32%
DEFENSIVE TACTICS EQUIPMENT	-	-	16,000.00	16,000.00	-	-	
PHOTOGRAPHIC	4,406.40	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
BOOKS & SUBSCRIPTIONS	1,784.53	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
MEETINGS & CONFERENCES	3,376.85	3,059.00	3,500.00	3,500.00	3,500.00	3,500.00	14.42%
DUES & MEMBERSHIPS	5,378.70	6,892.00	6,650.00	6,650.00	6,650.00	6,650.00	-3.51%
NEMLEC	6,528.89	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00	0.00%
VEHICLES/CRUISERS	158,007.48	157,804.00	166,624.00	166,624.00	166,624.00	166,624.00	5.59%
OFFICE FURNITURE	7,067.92	7,000.00	7,000.00	-	7,000.00	7,000.00	-100.00%
ENCUMBRANCES	2,864.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>619,387.38</b>	<b>613,566.00</b>	<b>629,661.00</b>	<b>592,653.00</b>	<b>589,653.00</b>	<b>589,653.00</b>	<b>-3.41%</b>
<b>DEPARTMENT TOTAL</b>	<b>5,193,579.58</b>	<b>5,454,613.00</b>	<b>5,107,484.00</b>	<b>4,856,685.00</b>	<b>4,883,788.00</b>	<b>4,913,484.00</b>	<b>-10.53%</b>

**Description of Changes:****Personal Services:**

- Reorganization of communications (Joint Dispatch). Police Dispatch will be consolidated with Fire Dispatch.
- **Two (2)** new additional Police Officers requested. This request was denied last year and was resubmitted this year. As predicted our Police activity has increased 5.37 % from last year. The number of calls requiring two car responses in our commercial area of route 110 is significantly higher than the residential areas. Cruiser coverage is being redirected to deal with the increase calls and activity in the commercial area. Maintaining status quo in personnel is not a “level service budget”. As our activity goes up, our resources get redirected to handle the increase service requests thus not providing adequate coverage to our community. ***Note: The two additional officers were not recommended at this time.***
- Overtime: An increase is requested to maintain two supervisors on each shift. Due to the increase in activity over the last two years, not having two supervisors on each shift is an officer safety issue and liability. This should be addressed immediately.

**FY 17 Budget Conclusions:**

The overall FY 17 budget request submitted by the department **decreased 5.86%** largely due to the reorganization of communications (Joint Dispatch). As the town continues to grow, the police department experiences an increase in calls for service, traffic problems, crime, as well as an increase in non-criminal complaints. **We have experienced an increase of 37% in arrests over the last two fiscal years.** Our overall activity has increased 7.71% over the last two years since we have requested additional manning. **The police department logged 30,211 entries of calls for service and officer initiated actions for FY 15.** As detailed in the graph the trend is increasing. We are handling more incidents than ever before and the trend is increasing.

**Programs & Services:**

**PATROL DIVISION:** The patrol division consists of the uniformed officers responsible for responding to emergency calls for service such as a car crash, medical, burglar and bank alarms, domestic disputes, safety hazards, and many others. When not responding to emergency and non-emergency calls the officers are responsible for patrolling specific areas of town in order to reduce the opportunity for individuals to commit crime and create disorder.

SPECIAL SERVICES DIVISION: The Special Services Division (SSD) is responsible for the investigation of major crimes, crimes against a person such as murder, assault, sexual assault, armed robbery, and narcotics violations. The investigation of crimes against property is also investigated by the Special Services Division, such as breaking and entering, major larcenies, burglary, computer crimes, identity theft, and many others.

COMMUNITY SERVICES OFFICER: The Community Services Officer serves as a liaison between the police department and the public to work together to identify and deter crime on a community-wide basis. The Community Service Officer coordinates programs and works with town committees, business groups, community organizations, and individuals toward a common goal of crime prevention and safety.

K-9 OFFICER: The K-9 officer and his partner(s) respond to calls where a K-9 will produce better, quicker and safer results. The K-9 team is used to conduct building searches, tracking of suspects, locate lost or missing persons, locate criminal evidence, and for the detection of concealed narcotics. The Westford K-9 program was able to restart in 2011 as a result of donations from local residents and businesses. Many of the expenses associated with the dogs (food, vet care, equipment) are donated by local businesses and residents. The original gift account that was established in 2011 to restart the program is still being contributed to and drawn upon to support this very effective program.

FAMILY SERVICES DETECTIVE: The Family Services Detective is supervised by the Special Services Division Commander. The duties of the Family Services Detective include but are not limited to tracking and investigating domestic violence cases, serving and tracking Domestic and Harassment Restraining orders, investigating crimes against the elderly and juveniles. In FY 14 alone the Family Services Detective followed up on 138 domestic violence cases.

TRAFFIC OFFICER: Although all Westford Police officers enforce the traffic laws of the town and state, it is the Traffic Officer's primary responsibility for developing and improving traffic safety throughout Westford. Officer Scott Hyder is the department's traffic officer. In addition to specialized traffic enforcement training, Officer Hyder has been federally certified to perform compliance inspections on all commercial motor vehicles. The requirements and testing for federal certification are rigorous and time consuming, but we in the police department believe it will go a long way in calming, regulating and improving traffic safety.

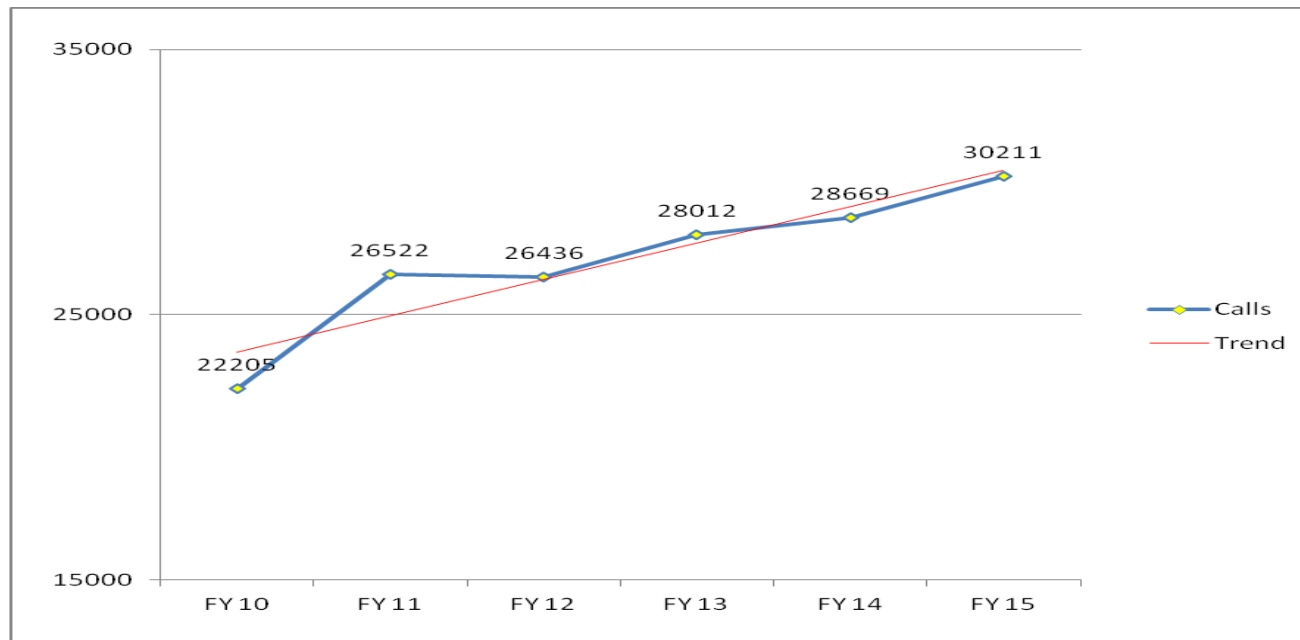
SCHOOL RESOURCE OFFICER: The School Resource Officer (SRO) program in Westford was discontinued in 2008 because the police department could no longer commit a police officer full-time to the schools. The SRO was moved to the patrol division in

response to the ever increasing calls for police service. In 2012 Nashoba Tech and Westford Academy have each asked to have an SRO assigned in their respective schools and they have agreed to fully fund the position from their school budgets. The SROs assigned will be experienced officers and the uniformed patrol assignments that they vacate will be filled by newly hired officers. The mission of the SROs is to improve school safety and the educational climate at the school. The SROs will derive his/her authority, direction, and supervision from the Chief of Police or his designee. The SROs will be responsible for criminal law issues and will assist school personnel in implementing and managing the day to day operations of an effective safety and security program.

**BIKE PATROL:** Bicycle Patrol Officers are deployed as part of the patrol division to supplement cruiser patrols. Bike officers perform the same duties and have the same responsibilities as officers assigned to police cruisers. Most often bike officers perform directed enforcement patrols in areas such as East Boston Camps, Kennedy Pond, and the Bruce Freeman Rail Trail. At other times a bike officer will patrol the rte. 110 business area when the response of a bike officer to an emergency proves to be much faster than that of a police cruiser because of traffic congestion in that area.

**PROJECT LIFESAVER:** The police department's Project Lifesaver program continues to be a very effective service for the residents of Westford. Project Lifesaver uses state of the art technology in tracking wandering victims of Autism, Down Syndrome as well Alzheimer's and all related mental disabilities for people of all ages. A wrist watch sized device worn by the person who has become lost transmits a guidance signal to a receiver monitored by the police department allowing trained officers to narrow the search pattern based on the transmitted signal. Project Lifesaver can be activated within minutes of the police department receiving the initial call of a lost person and has proven to be very effective in locating lost and disoriented persons.

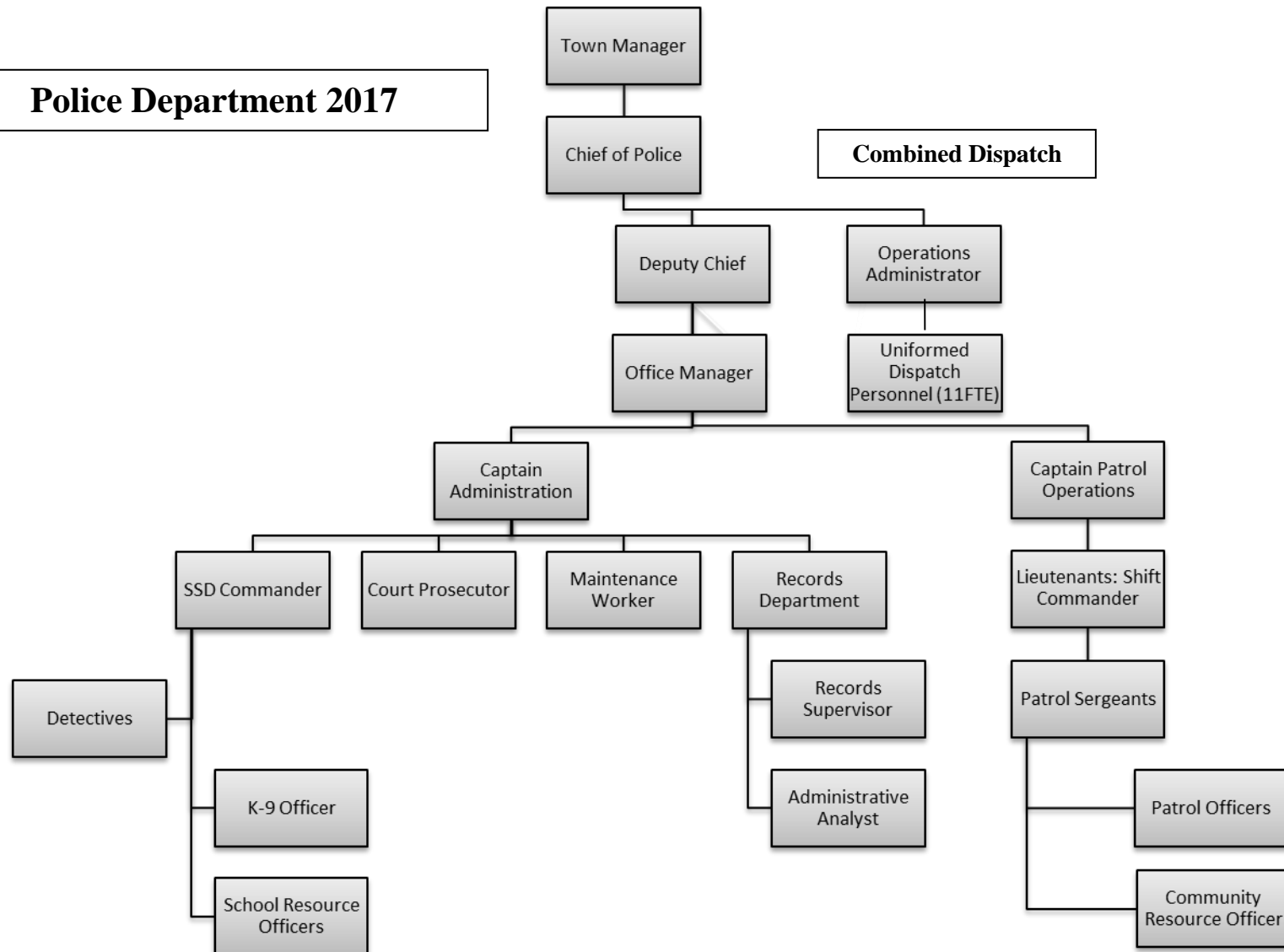


**Other Information:****Westford Police Department Activity**

*Based on fiscal years, this graph reflects ALL CFS (Calls for Service), PIA (Police Initiated Action), Mutual Aid and Town Wide Calls responded to and or initiated by any officer regardless of area or assignment.*

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Accreditation</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Police Chief	1.0	EXEM	139,732.00	2,500.00	1,500.00	34,933.00	3,212.00	181,877.00
Deputy Police Chief	1.0	WSO	108,074.00	2,500.00	1,500.00	27,018.00		139,092.00
Captain	2.0	WSO	186,511.00	3,000.00	3,000.00	41,965.00		234,476.00
Lieutenant	4.0	WSO	322,910.00	5,750.00	6,000.00	72,655.00		407,315.00
Sergeant	7.0	WPA	523,201.00	6,750.00	7,000.00	100,862.00	23,521.00	661,334.00
Patrolman	29.0	WPA	1,636,588.00	18,500.00	29,000.00	167,353.00	73,573.00	1,925,014.00
Office Manager	1.0	OPEIU	59,979.00	2,600.00	600.00			63,179.00
Records Supervisor Admin	1.0	CWA	55,026.00	-	600.00			55,626.00
Records Supervisor Operations	1.0	CWA	58,694.00	1,100.00	600.00			60,394.00
Maintenance Worker II	1.0	CWA	48,693.00	-	600.00			49,293.00
Overtime			290,605.00					290,605.00
Court Appearances			30,855.00					30,855.00
Special Details			17,293.00					17,293.00
Training Wages			51,510.00					51,510.00
Shift Differential			50,000.00					50,000.00
Specialty Stipends			3,750.00					3,750.00
On Call Pay			19,709.00					19,709.00
Retirement Notice Incentive			2,860.00					2,860.00
Sick Time Buyback			5,700.00					5,700.00
Sick Time Incentive			8,650.00					8,650.00
Comp Time Buyout			5,500.00					5,500.00
<b>Total Personal Services</b>	<b>48.0</b>		<b>3,625,840.00</b>	<b>42,700.00</b>	<b>50,400.00</b>	<b>444,786.00</b>	<b>100,306.00</b>	<b>4,264,032.00</b>

**Police Department 2017**

## 215 Public Safety Communications

### **Mission Statement:**

The mission of Westford Public Safety Communications is to deliver maximum communications support to all residents and businesses (police, fire and all public agencies of the Town of Westford and other state and local public safety agencies), providing immediate emergency police or ambulance responses, and provide information and assistance in the most efficient and cost effective manner.~ The department shall employ highly trained and dedicated personnel, and constantly seek new and innovative means to improve its effectiveness.

### **Goals:**

- To work with the Permanent Town Building Committee (PTBC) in the physical planning, construction and creation of a public safety communication center.
- To work with both police and fire dispatch personnel in the merger of police and fire communications into public safety communications.
- To effectively and efficiently adapt, evolve and implement public safety communications policy and procedures that work with and enhance the current police and fire standard operating procedures.
- To create a highly proficient hub or central public safety emergency service point that will connect the public to police, fire and ambulance services.
- To cross train communications staff in both police and fire service dispatch and emergency call taking.
- To continue to provide and improve upon critical support services for both the police and fire services.

### **Description of Changes:**

The creation of a Public Safety Communications Center both physically and operationally within the scope of requirements and standards.

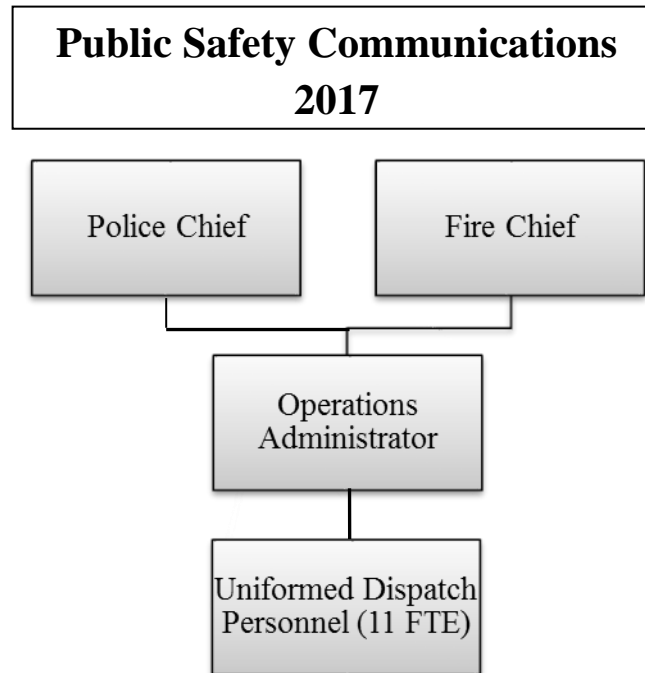
Relocation and cross training of Police Telecommunicators and Fire Alarm Operators to a multi discipline Public Safety Communications Center.

Modification of work schedules, rules, regulations and standard operating procedures.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
UNIFORMED DISPATCH PERS\	-	-	521,548.00	530,717.00	537,354.00	542,698.00	
OPERATIONS ADMINISTRATOR	-	-	80,253.00	80,253.00	82,980.00	82,980.00	
OVERTIME	-	-	190,000.00	137,500.00	137,500.00	137,500.00	
HOLIDAY OVERTIME	-	-	8,582.00	9,240.00	9,240.00	9,240.00	
TRAINING WAGES	-	-	8,000.00	8,000.00	8,200.00	8,800.00	
SHIFT DIFFERENTIAL	-	-	15,000.00	9,788.00	9,788.00	9,788.00	
EDUCATION	-	-	3,508.00	-	-	-	
STIPEND / ACCREDITATION	-	-	5,400.00	7,200.00	7,200.00	7,200.00	
HOLIDAY PAY	-	-	25,978.00	24,401.00	25,824.00	26,078.00	
LONGEVITY	-	-	8,250.00	8,250.00	9,100.00	9,950.00	
<b>CATEGORY TOTAL</b>	-	-	<b>866,519.00</b>	<b>815,349.00</b>	<b>827,186.00</b>	<b>834,234.00</b>	
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	-	-	8,190.00	8,190.00	8,190.00	8,190.00	
COMMUNICATIONS EQUIPMENT	-	-	9,200.00	9,200.00	9,200.00	9,200.00	
CONTRACTED SERVICES	-	-	12,912.00	12,912.00	12,912.00	12,912.00	
OFFICE SUPPLIES	-	-	2,000.00	2,000.00	2,000.00	2,000.00	
BOOKS & SUBSCRIPTIONS	-	-	900.00	900.00	900.00	900.00	
MEETINGS & CONFERENCES	-	-	3,000.00	3,000.00	3,000.00	3,000.00	
DUES & MEMBERSHIPS	-	-	1,450.00	1,450.00	1,450.00	1,450.00	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	-	-	<b>37,652.00</b>	<b>37,652.00</b>	<b>37,652.00</b>	<b>37,652.00</b>	
<b>DEPARTMENT TOTAL</b>	-	-	<b>904,171.00</b>	<b>853,001.00</b>	<b>864,838.00</b>	<b>871,886.00</b>	

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipend / Accreditation</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Uniformed Dispatch Pers	11.0	CWA	530,717.00	6,150.00	6,600.00	-	24,401.00	567,868.00
Operations Administrator	1.0	OPEIU	80,253.00	2,100.00	600.00	-	-	82,953.00
Overtime			137,500.00					137,500.00
Holiday Overtime			9,240.00					9,240.00
Training Wages			8,000.00					8,000.00
Shift Differential			9,788.00					9,788.00
<b>Total Personal Services</b>	<b>12.0</b>		<b>775,498.00</b>	<b>8,250.00</b>	<b>7,200.00</b>	<b>-</b>	<b>24,401.00</b>	<b>815,349.00</b>



## 220 Fire Department

### Mission Statement:

**Our Purpose:** Is to develop a team of dedicated professionals bound together for the purpose of protecting lives and property within our community.

**Our Mission:** Is to strive to make Westford a safe place to work, live and be educated in by reducing human suffering caused by fires, sudden illnesses, accidents, hazardous material releases or by manmade or natural disasters.

### To achieve this, our department will:

- Provide training for Department members to become increasingly knowledgeable and proficient in the areas of public education, fire prevention, fire suppression, emergency medical services, rescue and other related activities.
- Provide its members with the necessary equipment and supplies to safely perform their duties.
- Develop and provide educational programs to educate our customers as to the extent of the fire, rescue and medical services provided by this department; promote the deterrence of fire through proactive measures vs. reactive service and to encourage fire safe and fire smart activities.
- Maintain and decrease response time of fire protection, rescue and emergency medical services that the customers have come to expect.
- Ensure that the highest level of service is obtained from the resources at the department's disposal.

### Goals:

- To update the Rules & Regulations for the Westford Fire Department
- To evaluate current Standard Operating Guidelines (SOGs)
- To continue working with Permanent Building Committee constructing a new Center Fire Station on the Boston Road site
- To work on combining Fire dispatch with Police dispatch into a Public Safety Communications center

### Description of Changes:

- Fire Overtime increased 3.00% to adjust for contractual and step increases, in order to maintain a safe level of staffing.
- For FY15 Fire & Ambulance OT, there were a total 15,349 hours taken off and 8,818 (57%) OT hours filled at an average rate of \$40.93.
- The increase of 5.96% in Fire Educational represents an increase in Firefighters seeking education and contractual obligations.
- The remaining increases in Personal Services are represented by contractual obligations.
- Most of the Fire Operating Budget increases are due to adjustments in the Natural Gas, Electricity, Gasoline and Diesel estimates.
- 26.97% reduction in Tubes and Tires represents using another vendor for a lower cost and better wear.
- Increase of maintenance cost for an aging fleet.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
FIRE CHIEF	122,559.36	128,125.00	128,125.00	128,125.00	128,125.00	128,125.00	0.00%
DEPUTY CHIEF		90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	0.00%
FIRE PREVENTION OFFICER	66,857.76	68,791.00	70,240.00	70,240.00	70,240.00	70,240.00	2.11%
CAPTAINS	290,201.42	301,664.00	308,010.00	308,010.00	309,918.00	309,918.00	2.10%
FIREFIGHTERS	1,344,208.14	1,339,231.00	1,362,642.00	1,362,642.00	1,370,447.00	1,376,630.00	1.75%
CALL FIREFIGHTERS	24,729.23	23,000.00	28,000.00	20,000.00	28,700.00	28,700.00	-13.04%
FIRE ALARM OPERATORS	198,889.35	197,060.00	-	-	-	-	-100.00%
OFFICE MANAGER	58,508.94	60,209.00	59,979.00	59,979.00	59,979.00	59,979.00	-0.38%
OVERTIME	324,631.73	338,250.00	295,159.00	295,159.00	357,107.00	366,035.00	-12.74%
HOLIDAY OVERTIME	33,206.07	37,670.00	33,797.00	33,797.00	38,495.00	38,495.00	-10.28%
TRAINING	24,364.24	13,147.00	17,800.00	17,800.00	18,400.00	18,810.00	35.39%
SHIFT DIFFERENTIAL	5,161.50	5,856.00	-	-	-	-	-100.00%
EDUCATION INCENTIVE	133,664.09	151,023.00	147,464.00	147,464.00	151,153.00	150,853.00	-2.36%
CALL FF STIPENDS		4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
EMT STIPENDS	147,634.62	147,220.00	152,553.00	152,553.00	153,565.00	154,601.00	3.62%
HOLIDAY PAY	86,484.42	90,836.00	79,262.00	79,262.00	88,846.00	89,173.00	-12.74%
LONGEVITY	34,950.00	34,200.00	33,100.00	33,100.00	40,900.00	42,400.00	-3.22%
SICK LEAVE/ VACATION BUY BACK		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>2,896,050.87</b>	<b>3,030,782.00</b>	<b>2,810,631.00</b>	<b>2,802,631.00</b>	<b>2,910,375.00</b>	<b>2,928,459.00</b>	<b>-7.53%</b>



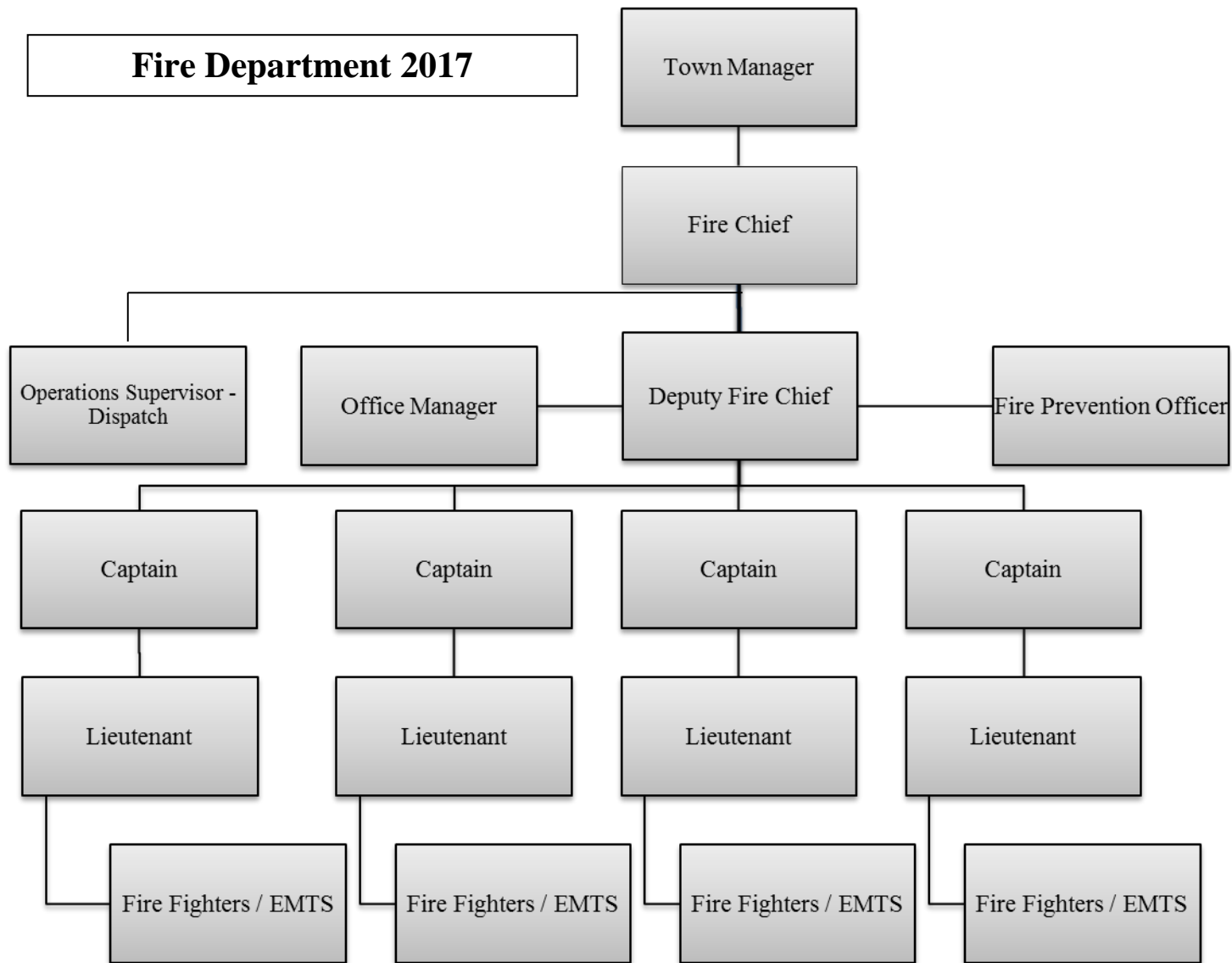
	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	30,056.27	26,120.00	25,700.00	25,700.00	25,720.00	25,720.00	-1.61%
ELECTRICITY	18,823.44	15,008.00	15,272.00	15,272.00	15,272.00	15,272.00	1.76%
NATURAL GAS	10,584.27	10,725.00	10,452.00	10,452.00	10,452.00	10,452.00	-2.55%
WATER	2,671.31	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
SEWER/SEPTIC	800.00	1,500.00	1,200.00	1,200.00	1,200.00	1,200.00	-20.00%
BUILDING MAINTENANCE	17,126.97	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	0.00%
GROUPS MAINTENANCE	2,042.08	1,000.00	1,500.00	1,500.00	1,500.00	1,500.00	50.00%
VEHICLE MAINTENANCE	44,735.66	20,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25.00%
EQUIPMENT MAINTENANCE	2,466.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
COMMUNICATIONS EQUIP	5,195.15	6,200.00	6,200.00	6,200.00	6,200.00	6,200.00	0.00%
POSTAGE	291.29	850.00	850.00	850.00	850.00	850.00	0.00%
PORTABLE RADIOS	5,166.00	6,800.00	-	-	-	-	-100.00%
ADVERTISING-LEGAL	96.00	400.00	300.00	300.00	300.00	300.00	-25.00%
PRINTING SERVICES	34.96	500.00	400.00	400.00	400.00	400.00	-20.00%
FIRE ALARM PURCHASED SERVICES	26,809.68	32,000.00	32,000.00	32,000.00	32,000.00	32,000.00	0.00%
GASOLINE	35,345.54	38,048.00	35,765.00	35,765.00	35,765.00	35,765.00	-6.00%
OFFICE SUPPLIES	966.90	1,000.00	1,200.00	1,000.00	1,200.00	1,200.00	0.00%
HARDWARE SUPPLIES	257.78	400.00	400.00	300.00	400.00	400.00	-25.00%
PROTECTIVE CLOTHING	43,516.00	45,866.00	45,866.00	26,908.00	26,908.00	26,908.00	-41.33%
BUILDING MAINTENANCE SUPPLIES	462.09	500.00	500.00	500.00	500.00	500.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	2,464.63	3,000.00	3,500.00	3,000.00	3,500.00	3,500.00	0.00%
VEHICULAR PARTS & ACCESSORIES	25,611.15	15,000.00	17,500.00	17,500.00	17,500.00	17,500.00	16.67%
VEHICULAR TIRES & TUBES	10,810.41	19,170.00	14,000.00	14,000.00	14,000.00	14,000.00	-26.97%
BOTTLED WATER	3,070.24	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
FIREFIGHTING SUPPLIES	10,993.01	14,000.00	14,000.00	11,000.00	14,000.00	14,000.00	-21.43%
TRAVEL-MILEAGE	1,368.73	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
MEETINGS & CONFERENCES	1,989.26	2,345.00	2,800.00	2,800.00	2,800.00	2,800.00	19.40%
DUES & MEMBERSHIPS	3,114.36	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%
ENCUMBRANCES	2,058.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>308,927.18</b>	<b>293,432.00</b>	<b>288,405.00</b>	<b>265,647.00</b>	<b>269,467.00</b>	<b>269,467.00</b>	<b>-9.47%</b>
<b>DEPARTMENT TOTAL</b>	<b>3,204,978.05</b>	<b>3,324,214.00</b>	<b>3,099,036.00</b>	<b>3,068,278.00</b>	<b>3,179,842.00</b>	<b>3,197,926.00</b>	<b>-7.70%</b>

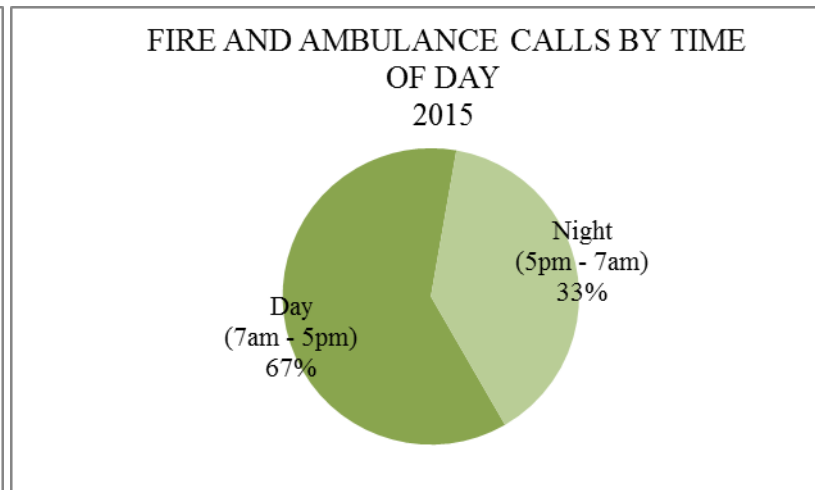
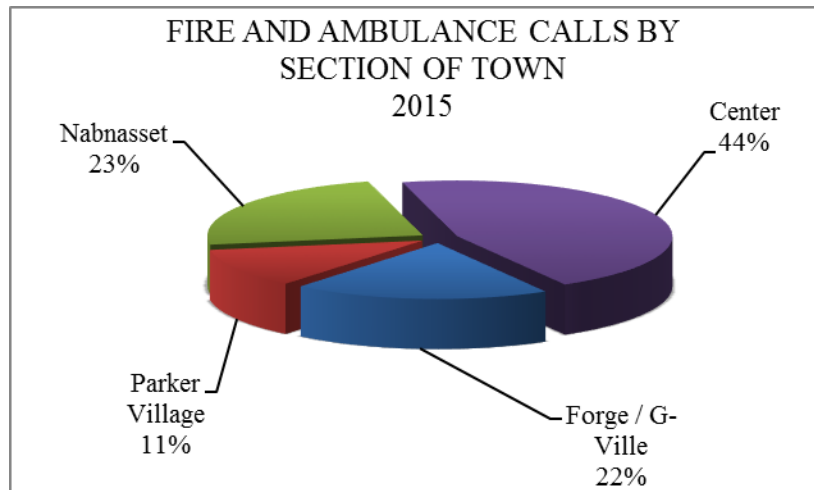
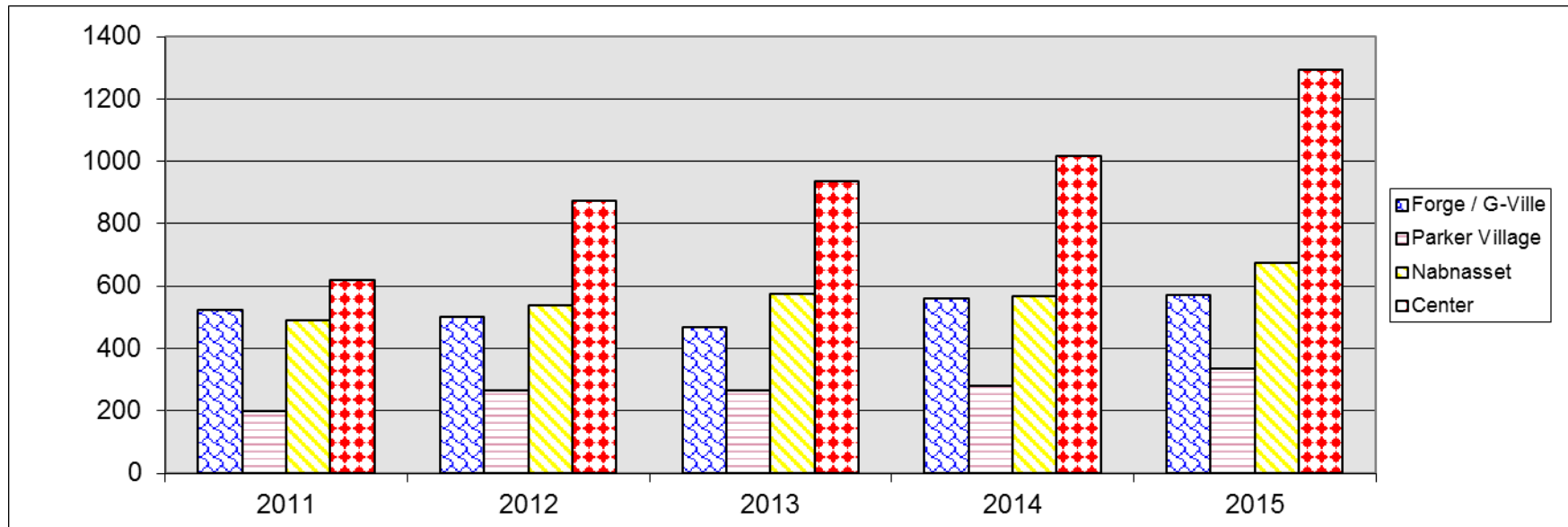
**Programs & Services:**

The Westford Fire Department currently provides 24-hour fire protection coverage, operating from three staffed stations in town, those being the Center, Rogers, and Nabnasset. We are working with the Permanent Town Building Committee, the Board of Selectmen, and the Town Manager to construct a new Center Fire Station on Boston Road and combining dispatch with the Police Department. The normal staffing per 24-hour shift consists of 1 Captain, 1 Lieutenant, 4 Firefighter/EMTs, and 3 Paramedics. The department provides immediate response to calls including; fire suppression, commercial box alarms, gas leaks, carbon monoxide, brush fires, major storm shelter coverage, and pumping water out of residents' basements.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	EMT/Paramedic Stipend	Education	Holiday Pay	Total
Fire Chief	1.0	EXEM	128,125.00	2,000.00	3,203.00	8,781.00	5,891.00	148,000.00
Deputy Fire Chief	1.0	EXEM	90,000.00	2,000.00	2,250.00	14,325.00	-	108,575.00
Fire Prevention Officer	1.0	IAFF	70,241.00	1,500.00	4,665.00	3,475.00	2,960.00	82,841.00
Captain	4.0	IAFF	308,011.00	7,000.00	18,662.00	29,888.00	12,981.00	376,542.00
Lieutenant	4.0	IAFF	275,760.00	5,500.00	25,095.00	25,663.00	11,622.00	343,640.00
Firefighter / EMT	19.0	IAFF	1,086,882.00	14,500.00	98,677.00	65,332.00	45,807.00	1,311,198.00
Call Firefighters			20,000.00	4,500.00				24,500.00
Office Manager	1.0	OPEIU	59,979.00	600.00				60,579.00
Overtime			295,159.00					295,159.00
Holiday Overtime			33,797.00					33,797.00
Training Wages			17,800.00					17,800.00
<b>Total Personal Services</b>	<b>31.0</b>		<b>2,385,754.00</b>	<b>37,600.00</b>	<b>152,552.00</b>	<b>147,464.00</b>	<b>79,261.00</b>	<b>2,802,631.00</b>





**241 Building Department****Mission Statement:**

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and by-laws that pertain to both the State Building Codes and By-Laws of the town. To assist - to the best of our ability - all customers with the permitting process and any questions or concerns or they may have.

**Goals:**

- Work with the IT Dept. to add tablets to the Inspection process and possibly start to change the permitting system to a company rather than in-house
- Continue to review the permitting process to reduce inefficiencies
- Set up training for contractors / residents on the Building Code (9<sup>th</sup> Edition)
- Long range goal of managing the filing systems (size, location, combine with other departments, etc)

**Description of Changes:**

- The Building Dept. website continues to be updated with the latest information on building codes.
- The past year continues the enforcement of the stretch energy code.
- In January 2015 the state implemented a requirement that all new homes being built in our area require a passive radon system to be installed.
- Next edition of the Building Code is being finalized for implementation in 2016.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
BUILDING COMMISSIONER	75,060.97	80,477.00	80,477.00	80,477.00	80,477.00	80,477.00	0.00%
ASST BUILDING INSPECTOR	52,591.20	58,965.00	59,139.00	59,139.00	59,546.00	59,964.00	0.30%
WIRING INSPECTOR	41,350.48	42,287.00	42,907.00	42,907.00	42,482.00	42,482.00	1.47%
WIRING INSPECTOR COVERAGE	-	3,137.00	3,137.00	3,137.00	3,137.00	3,137.00	0.00%
GAS & PLUMBING INSPECTOR	45,948.88	47,800.00	47,808.00	47,808.00	47,808.00	32,002.00	0.02%
RECORDS SUPERVISOR II	59,332.11	60,758.00	60,526.00	60,526.00	60,526.00	60,526.00	-0.38%
LONGEVITY	2,270.00	3,190.00	3,017.00	3,017.00	3,017.00	3,510.00	-5.42%
TRAVEL - MILEAGE	3,824.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
<b>CATEGORY TOTAL</b>	<b>280,377.64</b>	<b>301,114.00</b>	<b>301,511.00</b>	<b>301,511.00</b>	<b>301,493.00</b>	<b>286,598.00</b>	<b>0.13%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%
VEHICLE MAINTENANCE	2,987.57	2,800.00	2,000.00	2,000.00	2,000.00	2,000.00	-28.57%
TRAINING & DEVELOPMENT	875.00	1,900.00	2,100.00	2,100.00	2,100.00	2,100.00	10.53%
PRINTING SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%
MICROFILMING SERVICE (ARCHIVING)	-	2,200.00	3,500.00	2,200.00	3,750.00	4,000.00	0.00%
GASOLINE	1,260.08	2,000.00	750.00	750.00	1,200.00	1,250.00	-62.50%
BOOKS & SUBSCRIPTIONS	327.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
TRAVEL - MILEAGE	5,765.30	6,000.00	6,700.00	6,700.00	3,000.00	3,000.00	11.67%
MEETINGS & CONFERENCES	450.00	1,200.00	1,650.00	1,650.00	1,650.00	1,650.00	37.50%
DUES AND MEMBERSHIPS	717.80	700.00	725.00	725.00	725.00	725.00	3.57%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>12,382.75</b>	<b>18,800.00</b>	<b>19,425.00</b>	<b>18,125.00</b>	<b>16,425.00</b>	<b>16,725.00</b>	<b>-3.59%</b>
<b>DEPARTMENT TOTAL</b>	<b>292,760.39</b>	<b>319,914.00</b>	<b>320,936.00</b>	<b>319,636.00</b>	<b>317,918.00</b>	<b>303,323.00</b>	<b>-0.09%</b>

**Programs & Services:****1) Baseline Functions**

- a) Issuance of permits.
- b) Documenting inspections.
- c) Addressing / house numbering; coordination with E-911.
- d) FEMA / floodplain permitting.
- e) ADA Coordinator and primary resource for MA

## Architectural Access Board

- f) Annual inspections of town facilities

g) Monthly reports on permitting activity to Dodge Reports  
(Banker & Tradesman, etc.).

h) Litigation support to Town Counsel.

i) Departmental accounting.

j) Compliance with public records law.

**2) Value Added**

a) Online permitting.

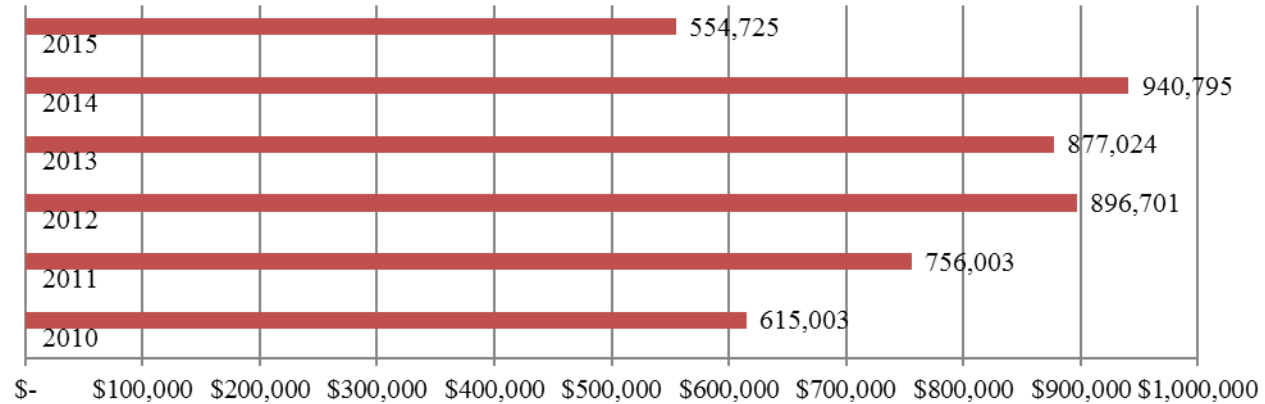
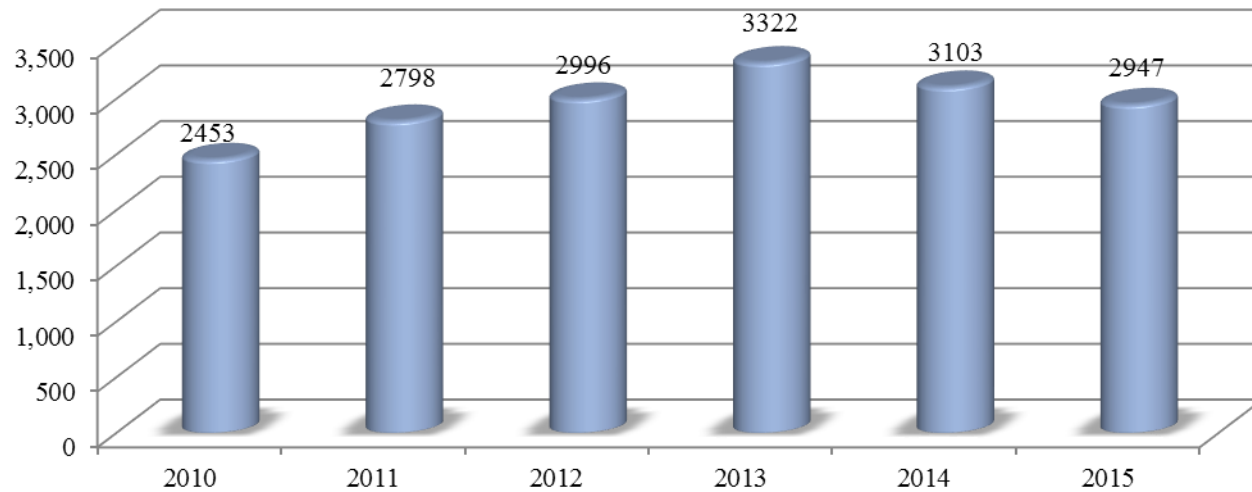
b) Scanning and indexing documents to DMS.

c) Fee structure / fee waiver policy.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Building Commissioner	1.0	EXEM	80,477.00	750.00	-	81,227.00
Assistant Building Inspector	1.3	OPEIU	59,139.00			59,139.00
Records Supervisor II	1.0	CWA	60,526.00	1,600.00		62,126.00
Wiring Inspector	0.7	NON	42,907.00	667.00	3,137.00	46,711.00
Plumbing Inspector	0.7	NON	47,808.00			47,808.00
Travel - Mileage			4,500.00			4,500.00
<b>Total Personal Services</b>	<b>4.7</b>		<b>295,357.00</b>	<b>3,017.00</b>	<b>3,137.00</b>	<b>301,511.00</b>

## Other Metrics:

**Total Fees Generated from FY10 to FY15****Number of Permits Issued from FY10 to FY15**



**244 Sealer of Weights & Measures**

**Mission Statement:** The Sealer of Weights and Measures is committed to preserving and maintaining confidence in the accuracy of weighing, measuring, and scanning instruments used in commerce in the town of Westford.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
EXPENSES							
CONTRACTED SERVICES	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>0.00%</b>

**Description of Changes:** There are no changes to the FY17 budget.

**Programs & Services:** The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) annually all commercial weighing and measuring devices. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scale to ensure that the equipment is calibrated properly. The inspections are conducted annually by the Division of Standards under a contract for a fixed fee. The Town Manager's office administers the collection of revenue for each inspection to offset the cost of providing this service.

The FY15 column in the table below represents all of the annual inspections that were conducted by the sealer during calendar year 2014. The sealer conducted inspections at approximately 27 businesses and 2 schools in Westford for a total of 214 inspections. Electronic checkout inspections occur every other year and 2014 was a year with an inspection.

Program Metrics	Fiscal Year 2011	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
Scale Inspections (Various sizes)	7	12	43	76	84
Fuel Meter Inspections	95	126	126	125	126
Electronic Checkout Scanner Inspections	0	2	0	8	0
Complaints Investigated	0	0	0	2	0
Revenue Collected	0	\$5,150	\$6,075	\$6,050	\$5,350

**291 Emergency Management****Mission Statement:**

To coordinate interdepartmental activities to prepare for, respond to, and recover from local emergencies and disasters.

**Description of Changes:**

The expense budget for the Emergency Management department was reduced by \$925 from FY16, which reduces the amount of supplies that can be purchased.

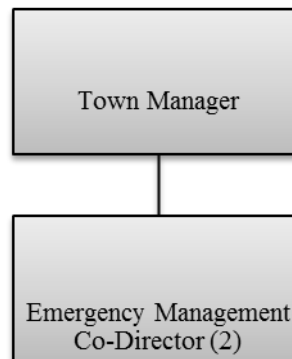
	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
CO-DIRECTOR	4,120.00	4,223.00	4,223.00	4,223.00	4,223.00	4,223.00	0.00%
CO-DIRECTOR	4,120.00	4,223.00	4,223.00	4,223.00	4,223.00	4,223.00	0.00%
<b>CATEGORY TOTAL</b>	<b>8,240.00</b>	<b>8,446.00</b>	<b>8,446.00</b>	<b>8,446.00</b>	<b>8,446.00</b>	<b>8,446.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
CLOTHING ALLOWANCE	266.20	100.00	100.00	100.00	100.00	100.00	0.00%
VEHICLE MAINTENANCE	343.76	400.00	400.00	400.00	400.00	400.00	0.00%
EQUIPMENT MAINTENANCE	11.69	350.00	350.00	350.00	350.00	350.00	0.00%
COMMUNICATIONS EQUIP MAINT	1,545.35	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	0.00%
POSTAGE	-	-	-	-	-	-	-
GASOLINE	101.18	100.00	100.00	100.00	100.00	100.00	0.00%
OFFICE SUPPLIES	175.02	150.00	150.00	150.00	150.00	150.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	131.53	25.00	25.00	25.00	25.00	25.00	0.00%
VEHICULAR PARTS & ACCESSORIES	836.20	250.00	250.00	250.00	250.00	250.00	0.00%
OTHER PUBLIC SAFETY SUPPLIES	1,807.69	2,400.00	2,400.00	1,500.00	2,400.00	2,400.00	-37.50%
TRAVEL - MILEAGE	-	75.00	50.00	50.00	50.00	50.00	-33.33%
ADDITIONAL EQUIPMENT	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>5,218.62</b>	<b>5,500.00</b>	<b>5,475.00</b>	<b>4,575.00</b>	<b>5,475.00</b>	<b>5,475.00</b>	<b>-16.82%</b>
<b>DEPARTMENT TOTAL</b>	<b>13,458.62</b>	<b>13,946.00</b>	<b>13,921.00</b>	<b>13,021.00</b>	<b>13,921.00</b>	<b>13,921.00</b>	<b>-6.63%</b>

**Programs & Services:**

- Coordinates with the Town Manager, Department Heads, and community officials, and with any local or State, or Federal Agency as necessary to ensure the effective administration of the Westford Emergency Management Agency.
- Coordinates and directs the planning, organization, control, and implementation of local emergency management activities. Such activities may include but shall not be limited to the development of a Comprehensive Emergency Management Plan (CEM Plan) and The Natural Disaster Mitigation Plan.
- Manages, operates and maintains the Emergency Operations Center (EOC) and Notification System.
- Coordinates, develops, and implements the CEM Plan for the Town of Westford. Updates the CEM Plan at least annually. Updates the SARA Title III Tier II reporting that pertains to Hazardous Materials, at least annually and reports that to the Local Emergency Planning Committee (LEPC).
- Prepares and submits an annual budget proposal and manages the administration of the approved emergency management budget. When the town is awarded Federal financial assistance, as a sub-grant recipient of funds made available through MEMA, the Emergency Management Directors will ensure the proper completion of Federal funding documents in exchange for the receipt of such funds (including the submission of quarterly reports to MEMA, required attendance at training classes, meetings and conferences/workshops.)
- Prepares and distributes disaster preparedness material to the citizens of the town, with the intent of offering an appropriate means of educating the community as to how they may prepare for and protect themselves from the consequences of such potentially dangerous disasters.
- Conducts public presentations and speeches at schools, special events, civic organizations, etc. (including public access television, radio and/or newspaper interviews or appearances) which would benefit the public's safety and enhance the community's awareness and preparedness for any potential emergency/disaster threat to this jurisdiction.
- Coordinates with all educational facilities to ensure that adequate disaster (Hazmat, thunderstorm, etc.) alerting, warning, and in-place sheltering procedures are developed, implemented and exercised.
- Coordinates the development and implementation of a Disaster Preparedness and Training for volunteers such as PART (Police Amateur Radio Team) and CERT (Community Emergency Response Team), specifically for the purpose of educating each of their responsibilities during emergency and/or disaster operations.
- Coordinates the actions and uses of jurisdictional assets during exercises and actual occurrences
- Report annually NIMS training and compliance to FEMA for continued federal funding to the town.
- Create and maintain Continuity of Operation Plan (COOP).
- Attend Department head meetings, regional Local Emergency Planning Committee (LEPC) meetings, local directors meeting and other meetings as directed by the town and MEMA. Works with regional Homeland Security Council.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Co-Director		NON	4,223.00		4,223.00
Co-Director		NON	4,223.00		4,223.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>8,446.00</b>	<b>-</b>	<b>8,446.00</b>

**Emergency Management 2017**

## 292 Animal Control

### Mission Statement:

The Animal Control department works to provide an atmosphere of safe coexistence between humans and wildlife by:

- Impartially enforcing state and local animal control laws.
- Mitigating any hazards to humans that are caused or related to animal and wildlife activity.
- Mediating animal related complaints promptly and efficiently.
- Educating the public about responsible pet ownership and responsible interaction with wildlife.

### Goals:

- Continue our commitment to customer service and help residents address animal control related issues.
- Improve the conditions of the kennel by repairing fencing and interior walls and investigate options for improved heating and cooling.

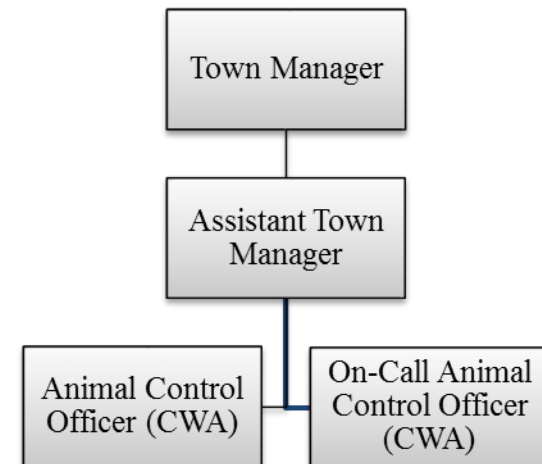
### Description of Changes:

There are no substantial changes for the FY17 budget.

### Programs & Services:

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, sick or injured wildlife and loose dogs. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.

### Animal Control 2017



	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
ANIMAL CONTROL OFFICER	49,974.80	52,883.00	52,681.00	52,681.00	52,681.00	52,681.00	-0.38%
VACATION / SICK / EMERG.OVERTIME	10,106.29	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%
LONGEVITY	970.00	1,000.00	1,024.00	1,024.00	1,024.00	1,274.00	2.40%
<b>CATEGORY TOTAL</b>	<b>61,051.09</b>	<b>64,883.00</b>	<b>64,705.00</b>	<b>64,705.00</b>	<b>64,705.00</b>	<b>64,955.00</b>	<b>-0.27%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	197.14	900.00	900.00	900.00	900.00	900.00	0.00%
ELECTRICITY	1,260.41	1,050.00	1,100.00	1,100.00	1,100.00	1,100.00	4.76%
WATER / SEWER	77.12	100.00	90.00	90.00	90.00	90.00	-10.00%
KENNEL MAINTENANCE	-	1,000.00	600.00	600.00	750.00	750.00	-40.00%
VEHICLE MAINTENANCE	2,327.16	900.00	1,200.00	1,200.00	1,400.00	1,500.00	33.33%
GASOLINE	725.79	1,100.00	1,200.00	900.00	1,100.00	1,100.00	-18.18%
OFFICE SUPPLIES	-	50.00	-	-	25.00	25.00	-100.00%
CUSTODIAL / CLEANING SUPPLIES	-	50.00	-	-	25.00	25.00	-100.00%
ANIMAL CONTROL SUPPLIES	42.42	300.00	250.00	250.00	250.00	250.00	-16.67%
MEETINGS & CONFERENCES	357.20	250.00	360.00	360.00	300.00	300.00	44.00%
DUES AND MEMBERSHIPS	-	-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>4,987.24</b>	<b>5,700.00</b>	<b>5,700.00</b>	<b>5,400.00</b>	<b>5,940.00</b>	<b>6,040.00</b>	<b>-5.26%</b>
<b>DEPARTMENT TOTAL</b>	<b>66,038.33</b>	<b>70,583.00</b>	<b>70,405.00</b>	<b>70,105.00</b>	<b>70,645.00</b>	<b>70,995.00</b>	<b>-0.68%</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officer	1.0	CWA	52,681.00	850.00	53,531.00
Asst Animal Control Officer	0.1	CWA		174.00	174.00
Vacation / Sick / Emerg. OT			11,000.00		11,000.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>63,681.00</b>	<b>1,024.00</b>	<b>64,705.00</b>

**294 Tree Warden**

**Mission Statement:** The mission of the Westford Tree Warden is to increase, protect and maintain the health, beauty, quantity, diversity and vitality of Westford's trees and manage public shade trees along the town's public ways and public areas while maintaining public safety, aesthetic quality and value of the town's trees for the benefit of its citizens and future generations.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
TREE WARDEN	2,060.00	2,112.00	2,112.00	2,112.00	2,112.00	2,112.00	0.00%
	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>2,060.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	55,490.12	50,000.00	50,000.00	35,000.00	50,000.00	50,000.00	-30.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>55,490.12</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>35,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>-30.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>57,550.12</b>	<b>52,112.00</b>	<b>52,112.00</b>	<b>37,112.00</b>	<b>52,112.00</b>	<b>52,112.00</b>	<b>-28.78%</b>

**Description of Changes:**

The amount allocated in the contracted services line item was reduced to \$35,000 due to budgetary constraints.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,112.00		2,112.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>2,112.00</b>	<b>-</b>	<b>2,112.00</b>

## Education

### 300 Westford Public Schools

#### Mission Statement:

The Westford Public Schools will provide an excellent, free education to all students in the community. The school system will engage its students in a challenging learning environment to prepare them for the political, economic, social, and technological challenges of a rapidly changing world. It will develop in its students the skills and attitudes that will enable them to be lifelong learners, to exercise sound judgment and to become responsible, contributing members of society.

To accomplish this mission, the Westford Public Schools will:

- Provide a curriculum designed to educate the whole child while recognizing that each child is a unique and individual learner
- Engage staff and administration in ongoing professional development
- Provide support services that meet the needs of each individual student
- Encourage the collaboration of parents, residents, and the greater Westford community.
- Practice reasonable and creative fiscal planning and management.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
OPERATING BUDGET	50,100,640.88	53,361,373.00	55,229,021.00	54,695,407.00	56,609,747.00	58,024,991.00	2.50%
ENCUMBRANCES	881,995.46	-	-	-	-	-	
<b>DEPARTMENT TOTAL</b>	<b>50,982,636.34</b>	<b>53,361,373.00</b>	<b>55,229,021.00</b>	<b>54,695,407.00</b>	<b>56,609,747.00</b>	<b>58,024,991.00</b>	<b>2.50%</b>



**310 Nashoba Valley Technical High School**

	<b>FISCAL 2015 ACTUAL</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 REQUEST</b>	<b>FISCAL 2017 TMR</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2019 PROJECTED</b>	<b>FISCAL 2017 % INC/DEC</b>
NASHOBA TECH ASSESSMENT	708,371.00	718,189.00	694,652.00	694,652.00	754,548.00	773,412.00	-3.28%
<b>DEPARTMENT TOTAL</b>	<b>708,371.00</b>	<b>718,189.00</b>	<b>694,652.00</b>	<b>694,652.00</b>	<b>754,548.00</b>	<b>773,412.00</b>	<b>-3.28%</b>

**Description of Changes:**

The placeholder for the FY17 Nashoba Valley Technical High School budget represents a 2.5% increase.

## Public Works

### 410 Engineering

#### **Mission Statement:**

The Engineering Department is committed to working with other departments to discover and identify infrastructure deficiencies that cause hardship, inconvenience or expense to the town and its inhabitants, and will provide effective solutions that resolve or preclude those deficiencies.

#### **Goals:**

- Assist the Commission on Disability with the engineering components of an ADA Transition Plan for accessible paths and ramps on public properties and facilities.
- Provide staff support for Pedestrian Safety Committee sidewalk prioritization ranking.
- Publish Stormwater Management Master Plan and develop a strategy for implementation.
- Continue to assist in the coordination of public works projects with the Highway Department and the Water Department.
- Update and reevaluate the long term public works Capital Improvement Plan.
- Provide project management for the Keyes Culvert Improvement Project at Route 40 (Groton Road) scheduled for construction during summer of 2016.
- Advance design of Dunstable and Oak Hill Roads at Route 40 (Groton Road) through 25% submittal to MassDOT.

#### **Description of Changes:**

In support of the Town Manager's effort to balance the town's budget, the Engineering Department will forego the hiring of a summer intern (\$2,250) this summer. The intern has assisted in making GIS map corrections in our stormwater data base, identified stormwater outfall locations, land survey and plan inventory. The Engineering Department will also postpone the purchase of some survey equipment (\$500).

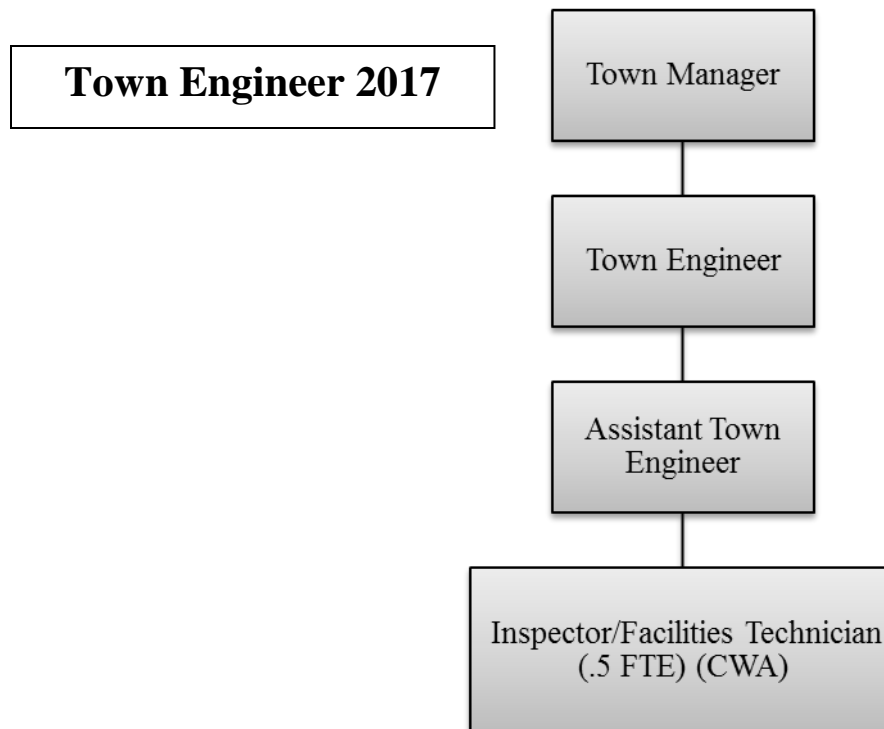
#### **Programs & Services:**

The Engineering Department supports the maintenance and operation of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. The Engineering Department designs projects for various town entities and assists in all levels of procurement for a variety of projects.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN ENGINEER	92,678.02	96,895.00	96,895.00	96,895.00	96,895.00	96,895.00	0.00%
ASST TOWN ENGINEER	77,450.70	82,975.00	82,975.00	82,975.00	82,975.00	82,975.00	0.00%
PROJECT INSPECTOR - FACILITIES TECH	32,048.55	32,993.00	32,993.00	32,993.00	32,993.00	32,993.00	0.00%
INTERN		2,250.00	2,250.00	-	2,250.00	2,250.00	-100.00%
LONGEVITY	1,500.00	1,500.00	1,500.00	1,500.00	1,675.00	1,675.00	0.00%
<b>CATEGORY TOTAL</b>	<b>203,677.27</b>	<b>216,613.00</b>	<b>216,613.00</b>	<b>214,363.00</b>	<b>216,788.00</b>	<b>216,788.00</b>	<b>-1.04%</b>
<b>EXPENSES</b>							
SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00	0.00%
EQUIPMENT MAINTENANCE	1,032.31	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
ENGINEERING SERVICES	5,867.50	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
ADVERTISING	300.00	250.00	250.00	250.00	250.00	250.00	0.00%
GASOLINE		-	-	-	-	-	
BOOKS & SUBSCRIPTIONS	585.90	250.00	250.00	250.00	250.00	250.00	0.00%
TRAVEL-MILEAGE	166.81	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	2,233.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
DUES AND MEMBERSHIPS	1,155.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
EQUIPMENT		1,500.00	1,500.00	1,000.00	1,500.00	1,500.00	-33.33%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>12,827.08</b>	<b>12,910.00</b>	<b>12,910.00</b>	<b>12,410.00</b>	<b>12,910.00</b>	<b>12,910.00</b>	<b>-3.87%</b>
<b>DEPARTMENT TOTAL</b>	<b>216,504.35</b>	<b>229,523.00</b>	<b>229,523.00</b>	<b>226,773.00</b>	<b>229,698.00</b>	<b>229,698.00</b>	<b>-1.20%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Engineer	1.0	NON	96,895.00	750.00	97,645.00
Assistant Town Engineer	1.0	NON	82,975.00	500.00	83,475.00
Engineering Inspector	0.5	CWA	32,993.00	250.00	33,243.00
<b>Total Personal Services</b>	<b>2.5</b>		<b>212,863.00</b>	<b>1,500.00</b>	<b>214,363.00</b>



**421 Highway Department****Mission Statement:**

The Highway Department is a professional team dedicated to enhancing the quality of life in Westford and supporting the town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure. We are committed to public safety and providing the highest level of service to the community. It is our mission to efficiently manage and maintain the town's infrastructure system to provide for the safe, convenient and efficient movement of traffic and pedestrians at the lowest cost and best value.

**Goals:**

- Continue building the GIS asset inventory of Highway Department related infrastructure.
- Work with the Public Properties Infrastructure Committee to compile a list of public properties and maintenance responsibilities.
- To continue to provide the Highway Department employees with the safest possible work place to prevent injuries and property loss and to maximize insurance company savings through their loss prevention reward program.

**Description of Changes:**

The recommended town manager budget includes the reduction of one full time heavy equipment operator. The Highway Department budgets for 22 weeks of the salary for winter snow removal, and the 650 Parks & Grounds budget funds the remaining 30.2 weeks. In addition, the winter on-call incentive pay is now funding through the 421 Highway Department personal services budget rather than the 423 Snow & Ice budget.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
HIGHWAY SUPERINTENDENT	95,084.92	99,413.00	99,413.00	99,413.00	99,413.00	99,413.00	0.00%
OFFICE MANAGER	58,508.94	60,209.00	59,979.00	59,979.00	59,979.00	59,979.00	-0.38%
ADMINISTRATIVE ASSISTANT	39,924.00	45,805.00	46,980.00	46,980.00	48,370.00	49,838.00	2.57%
CREW SUPERVISORS	140,405.21	143,690.00	143,237.00	143,237.00	143,237.00	143,237.00	-0.32%
OPERATIONS SUPERVISOR	75,000.96	76,798.00	76,505.00	76,505.00	76,505.00	76,505.00	-0.38%
MECHANICS SUPERVISOR	62,256.61	64,536.00	64,290.00	64,290.00	64,290.00	64,290.00	-0.38%
PARKS SUPERVISOR	26,567.22	27,096.00	27,096.00	27,096.00	27,096.00	27,096.00	0.00%
CEMETERY SUPERVISOR	24,437.60	24,931.00	24,931.00	24,931.00	24,931.00	24,931.00	0.00%
MECHANIC	53,849.57	57,033.00	56,815.00	56,815.00	56,815.00	56,815.00	-0.38%
EQUIPMENT OPERATORS / LABORERS	597,913.32	659,362.00	665,499.00	642,610.00	672,325.00	675,537.00	-2.54%
SEASONAL STAFF	20,860.55	29,664.00	30,720.00	30,720.00	30,720.00	30,720.00	3.56%
OVERTIME - WEEKEND CALL	31,528.56	35,216.00	38,843.00	38,843.00	38,843.00	38,843.00	10.30%
OTHER OVERTIME	29,668.92	21,013.00	21,013.00	21,013.00	21,013.00	21,013.00	0.00%
DEPARTMENTAL STIPENDS	20,096.27	36,240.00	63,940.00	61,840.00	63,940.00	63,940.00	70.64%
LONGEVITY	19,100.00	18,475.00	21,350.00	20,850.00	23,850.00	24,975.00	12.86%
<b>CATEGORY TOTAL</b>	<b>1,295,202.65</b>	<b>1,399,481.00</b>	<b>1,440,611.00</b>	<b>1,415,122.00</b>	<b>1,451,327.00</b>	<b>1,457,132.00</b>	<b>1.12%</b>
	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
SPECIAL DETAILS	70,322.89	48,000.00	64,000.00	60,000.00	64,000.00	64,000.00	25.00%
UNIFORM ALLOWANCES	19,165.07	21,000.00	21,000.00	20,125.00	21,000.00	21,000.00	-4.17%
ELECTRICITY	51,708.44	53,000.00	53,000.00	50,000.00	53,000.00	53,000.00	-5.66%
NATURAL GAS	27,375.33	30,000.00	30,000.00	27,400.00	30,000.00	30,000.00	-8.67%
WATER	1,994.45	2,500.00	2,000.00	2,000.00	2,000.00	2,000.00	-20.00%
BUILDING MAINTENANCE	48,622.09	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	0.00%
ROAD MAINTENANCE	29,010.87	33,625.00	72,625.00	72,625.00	72,625.00	72,625.00	115.99%
VEHICLE MAINTENANCE	229,534.82	167,795.00	167,795.00	167,795.00	167,795.00	167,795.00	0.00%
EQUIPMENT MAINTENANCE	4,302.52	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
COMMUNICATIONS EQUIPMENT MAINT	11,715.25	5,670.00	5,670.00	5,670.00	5,670.00	5,670.00	0.00%
BLD MAINT SVCS - HVAC	12,721.18	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
BLD MAINT SVCS - ELEVATOR	950.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
BLD MAINT SVCS - FIRE/ALARM	2,849.36	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
DRAINAGE MAINTENANCE	27,655.16	25,500.00	38,000.00	34,000.00	38,000.00	38,000.00	33.33%
SIDEWALK MAINTENANCE	-	-	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
TRAFFIC LINES / CROSSWALK MAINTEN	8,142.57	35,500.00	35,500.00	34,500.00	35,500.00	35,500.00	-2.82%
SIGNAL MAINTENANCE	5,373.97	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
BRUSH CHIPPING SERVICES	2,759.75	2,650.00	2,650.00	2,650.00	2,650.00	2,650.00	0.00%
DAM REPAIR	-	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
DRUG AND ALCOHOL TESTING	490.00	1,270.00	1,270.00	1,270.00	1,270.00	1,270.00	0.00%
TRAINING & DEVELOPMENT	765.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
CONTRACTED SERVICES	15,024.96	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
ADVERTISING	999.07	800.00	800.00	800.00	800.00	800.00	0.00%
DIESEL FUEL	34,151.47	66,507.00	40,000.00	35,000.00	40,000.00	40,000.00	-47.37%
OFFICE SUPPLIES	4,157.54	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
SIGNS / POSTS SUPPLIES	10,989.47	12,000.00	12,000.00	11,000.00	12,000.00	12,000.00	-8.33%
RESURFACE MATERIAL	8,587.20	92,676.00	93,176.00	89,176.00	93,176.00	93,176.00	-3.78%
ROAD MAINTENANCE MATERIALS	1,095.94	25,000.00	-	-	-	-	-100.00%
SAND & GRAVEL	9,220.65	14,000.00	-	-	-	-	-100.00%
PIPE & PIPE SUPPLIES	20,976.24	12,500.00	-	-	-	-	-100.00%
OTHER PUBLIC WORKS SUPPLIES	14,347.37	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
MEETINGS & CONFERENCES	2,980.78	2,500.00	3,000.00	3,000.00	3,000.00	3,000.00	20.00%
DUES AND MEMBERSHIPS	407.50	325.00	325.00	325.00	325.00	325.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>678,396.91</b>	<b>725,918.00</b>	<b>725,911.00</b>	<b>700,436.00</b>	<b>725,911.00</b>	<b>725,911.00</b>	<b>-3.51%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,973,599.56</b>	<b>2,125,399.00</b>	<b>2,166,522.00</b>	<b>2,115,558.00</b>	<b>2,177,238.00</b>	<b>2,183,043.00</b>	<b>-0.46%</b>

### Programs & Services:

The Highway Department provides maintenance and improvement to approximately 153+ miles of town roads. Some responsibilities of the Highway Department include: maintenance of town equipment, roads, traffic lines, installation of traffic and street signs, brush control along roadways, street cleaning, catch basins and storm water drain cleaning, drainage systems, snow and ice control, resurfacing, sealing of streets, maintaining 9 town owned bridges and 3 dams. In addition to these tasks, the Highway Department also works as agents of the Tree Warden, maintaining all shade trees within the town's right-of-ways.

The Highway Department consists of 25 employees and two to four seasonal summertime employees. The department has at its disposal approximately 50 major pieces of equipment with attachments with a value in excess of \$4 million to accomplish its work. The amount of equipment used by the Highway Department is a result of the variety of types of work undertaken.

#### **Additional Information:**

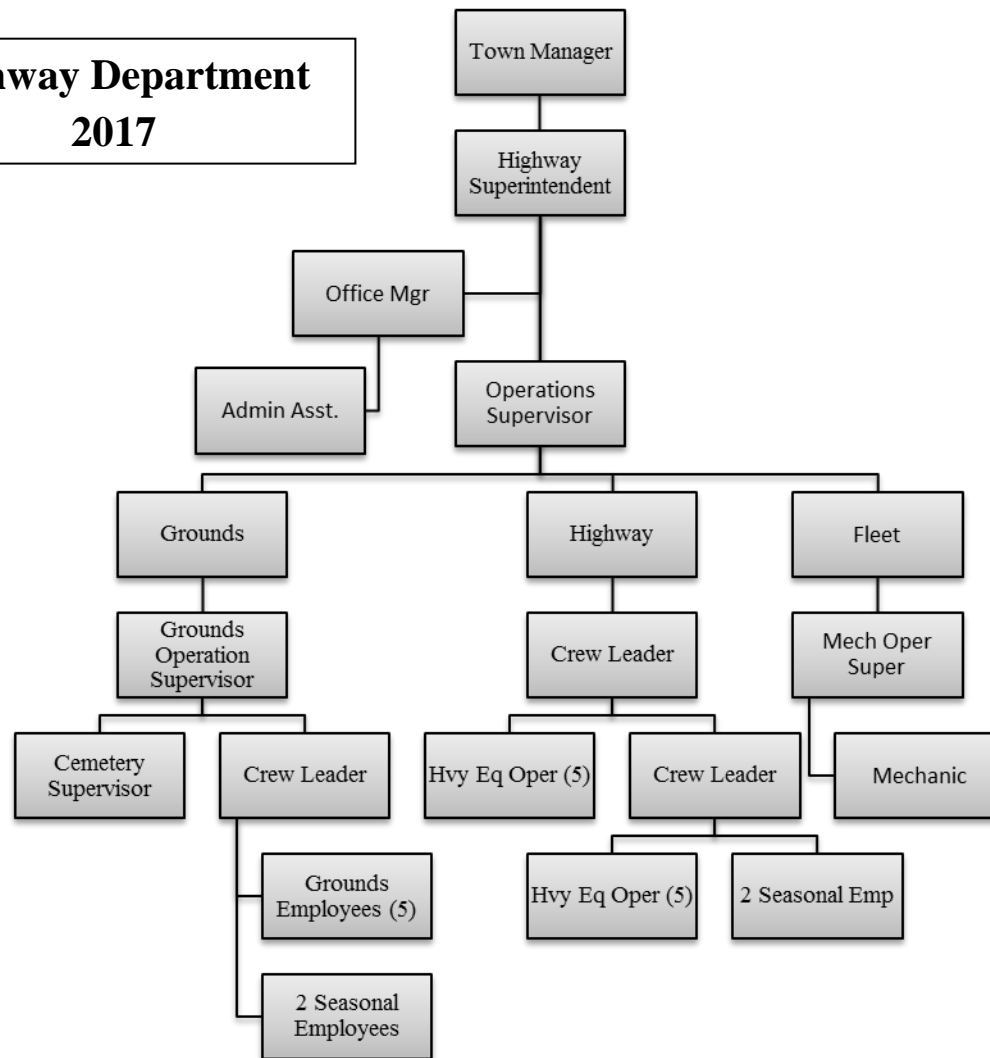
In 1992, the town had approximately 79 miles of accepted roads. Today we have approximately 153 miles for an increase of 74 miles of accepted town roads.

In the late 1980s the town had 1.5 mechanics, 13 Highway Maintenance employees, 1 employee for Parks & Grounds and 1 employee for Cemeteries. Today we have 2 mechanics, 13 Highway Maintenance employees, 7 employees for Parks & Grounds and 1 employee for Cemeteries. The Parks/Grounds/Cemeteries employees are partially funded in the Highway Budget (42%).

#### **Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipends</b>	<b>Total</b>
Highway Superintendent	1.0	EXEM	99,413.00	2,000.00		101,413.00
Office Manager	1.0	OPEIU	59,979.00	2,100.00		62,079.00
Administrative Assistant	1.0	CWA	46,980.00	-		46,980.00
Crew Supervisor	2.4	WPWA	143,237.00	4,000.00		147,237.00
Operations Supervisor	1.0	WPWA	76,505.00	2,500.00		79,005.00
Mechanics Supervisor	1.0	WPWA	64,290.00	1,000.00		65,290.00
Parks Supervisor	0.4	WPWA	27,096.00	1,000.00		28,096.00
Cemetery Supervisor	0.4	WPWA	24,931.00	750.00		25,681.00
Mechanic	1.0	WPWA	56,815.00	500.00		57,315.00
Equipment Operators	12.1	WPWA	642,610.00	7,000.00		649,610.00
Seasonal Staff/OT			30,720.00			30,720.00
Weekend Call			38,843.00			38,843.00
Other Overtime			21,013.00			21,013.00
Departmental Stipends					61,840.00	61,840.00
<b>Total Personal Services</b>	<b>21.3</b>		<b>1,332,432.00</b>	<b>20,850.00</b>	<b>61,840.00</b>	<b>1,415,122.00</b>



**Highway Department  
2017**

7 Highway workers are assigned to Parks & Grounds seasonally.

**423 Snow & Ice**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
EMERGENCY OVERTIME	403,398.16	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	-
<b>CATEGORY TOTAL</b>	<b>403,398.16</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>-</b>
<b>EXPENSES</b>							
EQUIPMENT MAINTENANCE	43,786.44	32,345.00	32,345.00	32,345.00	32,345.00	32,345.00	-
TREE/BRUSH REMOVAL		-	-	-	-	-	-
CONTRACTED SNOW REMOVAL	133,016.62	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	-
GASOLINE	52,307.47	11,820.00	11,820.00	11,820.00	11,820.00	11,820.00	-
PLOW BLADES	26,759.60	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00	-
SAND AND SALT	388,697.17	173,025.00	173,025.00	173,025.00	173,025.00	173,025.00	-
<b>CATEGORY TOTAL</b>	<b>644,567.30</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>1,047,965.46</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>-</b>

**Description of Changes:**

By statute, the Town is allowed to overspend the snow & ice budget. In Fiscal Year 2015, the Town appropriated an additional \$650,000 in free cash to fund the excess expenditures. In FY16, we currently have an additional \$400,000 in free cash to fund any deficit that occurs.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Emergency Overtime			76,000.00		76,000.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>76,000.00</b>	<b>-</b>	<b>76,000.00</b>

**424 Street Lights**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY STREET LIGHTS	108,913.12	110,000.00	109,500.00	109,500.00	109,500.00	109,500.00	-0.45%
STREET LIGHT MAINTENANCE	4,886.40	4,500.00	5,000.00	5,000.00	5,000.00	5,000.00	11.11%
<b>CATEGORY TOTAL</b>	<b>113,799.52</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>113,799.52</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>114,500.00</b>	<b>0.00%</b>

**Description of Changes:**

At the October 19, 2019 Special Town Meeting, the FY16 budget was reduced by \$15,000 due to an expected savings in electricity costs.

**Programs & Services:**

The town has approximately 1,000 National Grid owned pole mounted light fixtures and 115 town owned underground electrically fed street lights.

**427 Stormwater Management**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
STREET WASTE DISPOSAL SERV	42,115.87	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
TESTING/ WATER QUALITY SERV	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
ENGINEERING SERVICES	5,078.37	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
SYSTEM UPGRADE SERVICES	16,473.40	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>63,667.64</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>63,667.64</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>0.00%</b>

**Description of Changes:**

The Stormwater Management budget is level funded from Fiscal Year 2016.

**Programs & Services:**

The stormwater budget is dedicated to support the federally mandated stormwater program. Portions of the account cover disposal (in a landfill) of soils removed from the approximate 4,000 town storm drain structures and all materials removed with our street sweeping program.

Additionally, funds are used by the Engineering Department for testing stormwater outfalls, engineering drainage improvements to our system, and the overall maintenance of our stormwater system.

**432 Recycling****Mission Statement:**

The mission of the Westford Recycling Commission is to:

1. Increase awareness of the financial and environmental impacts of recycling;
2. Provide opportunities for non-curbide recycling
3. Educate residents on options to reduce, reuse, repurpose, and recycle; and
4. Implement programs that encourage diversion from the trash.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
CURBSIDE COLLECTION-RECYCLING	243,596.00	400,000.00	418,000.00	418,000.00	420,000.00	450,000.00	4.50%
HAZARDOUS WASTE DISPOSAL	11,485.44	-	12,000.00	12,000.00	-	12,000.00	
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>255,081.44</b>	<b>400,000.00</b>	<b>430,000.00</b>	<b>430,000.00</b>	<b>420,000.00</b>	<b>462,000.00</b>	<b>7.50%</b>
<b>DEPARTMENT TOTAL</b>	<b>255,081.44</b>	<b>400,000.00</b>	<b>430,000.00</b>	<b>430,000.00</b>	<b>420,000.00</b>	<b>462,000.00</b>	<b>7.50%</b>

**Description of Changes:**

- Westford had a decrease of 87.4 tons of recycling in FY2015 compared to the previous year. This is a 2.9% decrease over this period. By electing to use a recycling toter rather than a trash bin, we prevented the Town from incurring a tipping fee for 2,891 tons of solid waste in FY2015. Had this recycling been placed in the trash, the cost to the town would have been \$196,588, not including potential fines for non-compliance with waste bans. This figure does not include items in compost or items brought to diversion events, which represent additional tonnage and dollars. It is costly to put recycling in the trash.

**Recycling Commission Revolving Account 28432432**

<b>Fiscal Year 2015 Activity</b>			
	<b>Income</b>	<b>Expenses</b>	
<b>Beginning Balance</b>			<b>\$ 8,712</b>
64 gallon toters	\$ 9,035	(\$ 9,241)	
Compost bins	855	(1,720)	
Brush collection	810		
Hazardous waste collection	6,040	(6,040)	
Covanta grants	417		
NE Clothes Recycling	500		
Other Revenue	807		
Insert for Tax Bills		(159)	
RECYCLE Stickers		(250)	
Composting Bags for Schools		(120)	
Totals	\$ 17,657	(\$17,530)	
<b>Balance June 30, 2015</b>			<b>\$8,839</b>

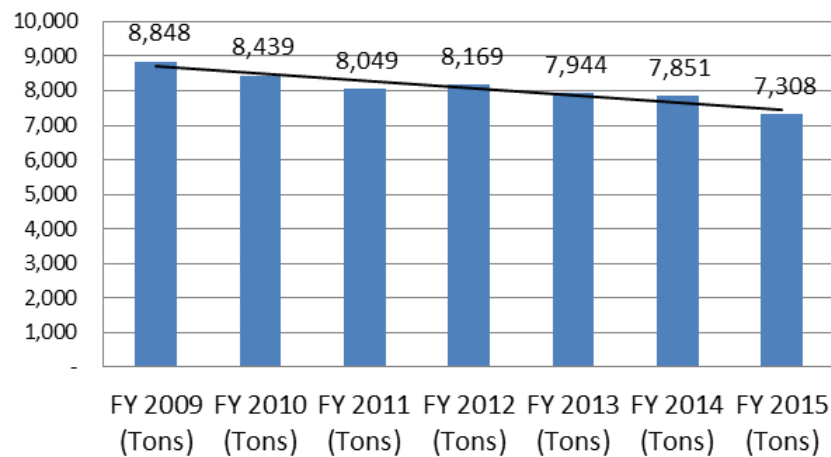
**Programs & Services:**

Recycling pick up is every other week for Westford residents. Throughout the year, special collection events are held including; Electronics Collection, Brush Chipping, Household Hazardous Waste Collection, and the Litter League Green Team where residents partner with the Highway Department for litter pickup. Please visit the Recycling Commissions' website at [http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA\\_recycling/index](http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_recycling/index) for a schedule of events.

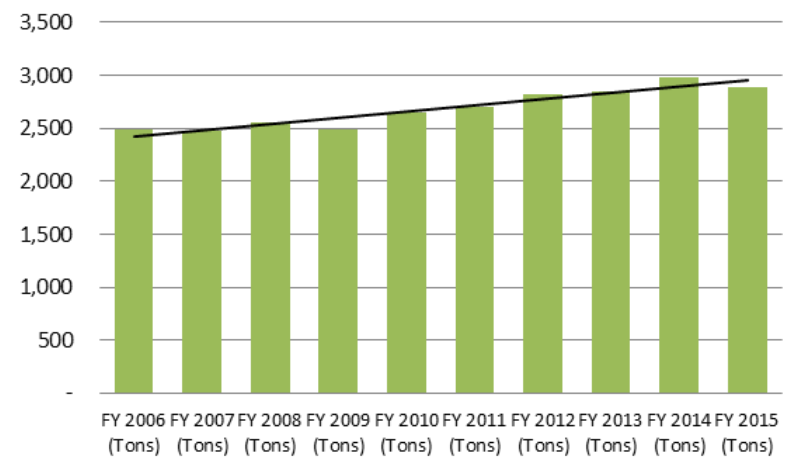
### Capturing the Savings

Westford had a decrease of 543.3 tons of trash in FY 2015, a 6.9% reduction, resulting in a savings of \$36,946.44 compared to the previous year. Recycling tonnage decreased by 87.4 tons or 2.9% over the same period. The overall trend for trash tonnage shows a reduction in trash generation by residents whereas the recycling data shows a positive trend with an increase of recycling activity over the last 10 years.

**Westford Trash Data  
(Tons) from (2009 - 2015)**



**Westford Recycling Data  
(Tons) from (2006 - 2015)**



**433 Solid Waste**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
CURBSIDE COLLECTION-SOLID WASTE	629,012.40	629,012.00	629,012.00	629,012.00	629,012.00	629,012.00	0.00%
NESWC FEES	496,912.72	558,900.00	525,000.00	525,000.00	525,000.00	525,000.00	-6.07%
LANDFILL MONITORING	10,913.91	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
SUPPLIES	-	-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,136,839.03</b>	<b>1,197,912.00</b>	<b>1,164,012.00</b>	<b>1,164,012.00</b>	<b>1,164,012.00</b>	<b>1,164,012.00</b>	<b>-2.83%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,136,839.03</b>	<b>1,197,912.00</b>	<b>1,164,012.00</b>	<b>1,164,012.00</b>	<b>1,164,012.00</b>	<b>1,164,012.00</b>	<b>-2.83%</b>

**Description of Changes:**

In 2013, Westford joined with six other communities to negotiate a reduced waste disposal tipping fee for the two remaining years of our existing agreement, while extending the agreement for three additional years. The new tipping fee rates for fiscal year 2016 through 2018 are lower than FY13 tipping fee of \$73.00 per ton. In FY17, the tipping fee will be \$70 per ton.

Westford had a decrease of 543.3 tons of trash in FY2015 compared to the previous year. This is a 6.9% decrease in trash during this period which resulted in tipping fees savings of \$36,946.44. The current tipping fee per ton of trash is \$68.

**Programs & Services:**

This budget funds the contract with Acme Waste Services for weekly curbside refuse collection and the disposal costs (also known as “tipping fees”) charged for each ton delivered to the incinerator company.

Solid Waste Tonnage – FY09 to FY15	
Fiscal Year 2009	8,848 tons
Fiscal Year 2010	8,439 tons
Fiscal Year 2011	8,048 tons
Fiscal Year 2012	8,168 tons
Fiscal Year 2013	7,944 tons
Fiscal Year 2014	7,851 tons
Fiscal Year 2015	7,308 tons



**440 Sewerage Collection****Goals:**

Assess the benefits of assigning oversight and management of Town Center Sewer System to the Water Department.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
CENTER SEWER SYSTEM MAINTENANCE	2,305.49	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>2,305.49</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DEPARTMENT TOTAL</b>	<b>2,305.49</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Description of Changes:**

The Sewerage Collection budget was moved to the 442 Wastewater Treatment Management budget in FY16.

**Programs & Services:**

The Sewerage Collection budget provides funding to maintain the Town Center Sewer System, including 4 duplex grinder pump stations for a total of 8 pumps and pump controls. The pump stations service the Town Hall & Public Safety Facility, J.V. Fletcher Library, Roudenbush Community Center and the Frost School.

**442 Wastewater Treatment Management**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
CENTER SEWER SYSTEM MAINTENANCE		8,940.00	8,940.00	8,940.00	8,940.00	8,940.00	0.00%
ABBOT REPAIRS & SERVICES	6,420.26	15,000.00	15,000.00	10,000.00	15,000.00	15,000.00	-33.33%
ABBOT BUILDING MAINTENANCE SVCS	3,505.44	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
ABBOT SLUDGE PUMPING & REMOVAL	2,438.94	2,536.00	2,599.00	2,599.00	2,664.00	2,731.00	2.48%
ABBOT MONITORING / TESTING SERVICE	3,844.01	3,997.00	4,097.00	4,097.00	4,199.00	4,304.00	2.50%
ABBOT CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
ABBOT SEPTIC SUPPLIES	530.18	551.00	565.00	565.00	579.00	594.00	2.54%
BLANCHARD REPAIRS & SERVICES	11,362.39	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
BLANCHARD BUILDING MAINTENANCE	3,505.44	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
BLANCHARD SLUDGE PUMPING & REMC	3,181.22	3,308.00	3,390.00	3,390.00	3,475.00	3,562.00	2.48%
BLANCHARD MONITORING / TESTING SE	4,940.43	5,137.00	5,265.00	5,265.00	5,397.00	5,532.00	2.49%
BLANCHARD CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
BLANCHARD SEPTIC SUPPLIES	530.18	551.00	565.00	565.00	579.00	594.00	2.54%
STONY BROOK REPAIRS & SERVICES	8,753.03	15,000.00	15,000.00	10,000.00	15,000.00	15,000.00	-33.33%
STONY BROOK BUILDING MAINTENANCE	3,582.31	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
STONY BROOK SLUDGE PUMPING & REM	2,438.94	2,536.00	2,599.00	2,599.00	2,664.00	2,731.00	2.48%
STONY BROOK MONITORING / TESTING	11,405.57	11,858.00	12,155.00	12,155.00	12,459.00	12,770.00	2.50%
STONY BROOK CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
STONY BROOK SEPTIC SUPPLIES	530.18	551.00	565.00	565.00	579.00	594.00	2.54%
WA REPAIRS & SERVICES	18,643.04	15,000.00	15,450.00	15,450.00	15,450.00	15,836.00	3.00%
WA BUILDING MAINTENANCE SVCS - SI	3,590.44	3,645.00	3,736.00	3,736.00	3,829.00	3,925.00	2.50%
WA SLUDGE PUMPING & REMOVAL	3,181.22	3,308.00	3,390.00	3,390.00	3,475.00	3,562.00	2.48%
WA MONITORING / TESTING SERVICES	17,407.99	18,099.00	18,551.00	18,551.00	19,015.00	19,490.00	2.50%
WA CONTRACTED SERVICES	23,517.06	24,450.00	25,062.00	25,062.00	25,689.00	26,331.00	2.50%
WA SEPTIC SUPPLIES	530.20	551.00	565.00	565.00	579.00	594.00	2.54%
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>204,389.65</b>	<b>234,303.00</b>	<b>238,888.00</b>	<b>228,888.00</b>	<b>243,126.00</b>	<b>247,858.00</b>	<b>-2.31%</b>
<b>DEPARTMENT TOTAL</b>	<b>204,389.65</b>	<b>234,303.00</b>	<b>238,888.00</b>	<b>228,888.00</b>	<b>243,126.00</b>	<b>247,858.00</b>	<b>-2.31%</b>

**Description of Changes:** In FY14, the Water Enterprise assumed management responsibility of the school waste water treatment plants. In FY16, the 440 Sewerage Collection budget of \$8,940 was transferred to this budget. Overall, the FY17 budget is decreasing by 2.31% in FY17.

## 491 Cemetery

### Mission Statement:

The mission of the Cemetery Department is to operate, maintain and preserve Westford's six cemeteries; Fairview, Hillside, Pine Grove, Westlawn, Wright and Pioneer burial ground. Our goal is to ensure services are appropriate, cost-effective, and of the highest quality while providing a clean, safe, and serene environment for all.

### Goals:

- To work with Cemetery Commission on a master plan for future cemetery expansion
- Continue to update cemetery records creating a user friendly database
- To assure cemeteries are ready for Memorial Day

### Description of Changes:

The Cemetery Department is a division of the Parks, Recreation, & Cemetery Department. The one full time employee is shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. The salary is reflected in both budgets. Repairs to vehicles used for both cemetery and highway related events are shared. The Senior Assistant has job responsibilities in the Cemetery as well as Recreation. Changes include a shift in funds from overtime to seasonal staff to assist the Cemetery Supervisor earlier in the winter clean up. There is a decrease in expense line items per memo from Town Manager for balancing the overall FY17 budgets.

**Personal Services:** Shift in funds from overtime to seasonal staff. The timing of winter clean up for Memorial Day preparation was insufficient for the work to be completed on time. Shifting funds to the seasonal staff will allow an earlier start and assist the Cemetery Supervisor in getting the work done. Union contracts end June 30, 2016 and the budget line items are based on FY'16 union rates.

**Expenses:** A reduction of \$2,180 per memo from Town Manager for balancing the overall FY17 budgets.

### Programs & Services:

The Cemetery Department, with one full time employee, provides preservation and support for the Town's cemeteries including showing and selling burial lots, grounds keeping including moving, caring for turf, trees, walls, roadways, flower beds; readying grounds for Memorial Day and Veterans Day events, arranging for interments, preserving and protecting grave markers, and assisting the general public and visitors. The Cemetery Supervisor and Senior Assistant work with funeral directors, families, relatives, Veteran's Agent and contractors in the coordination of burials, sale of lots, and genealogical research. A new single grave lot section was created in Pine Grove Cemetery as all the single grave lot section had been sold. There has been an increase in sale of niches in the Columbarium. A paved pathway and major grounds work in the contemplation garden has made the area more attractive and inviting for sales. The Parks & Grounds Operations Supervisor was responsible for

these two projects and in taking over the care of the Pine Grove Cemetery to free up the Cemetery Supervisor to focus and manage the other cemeteries.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	14,053.00	14,404.00	14,692.00	14,692.00	14,692.00	14,692.00	2.00%
SENIOR ASSISTANT	13,709.36	18,794.00	18,722.00	18,722.00	18,722.00	18,722.00	-0.38%
CEMETERY SUPERVISOR	33,546.17	34,450.00	34,223.00	34,223.00	34,223.00	34,223.00	-0.66%
SEASONAL STAFF	5,941.83	5,400.00	6,500.00	6,500.00	6,620.00	6,860.00	20.37%
SEASONAL OVERTIME	3,037.35	5,000.00	3,900.00	3,900.00	4,000.00	4,000.00	-22.00%
LONGEVITY	1,600.00	1,600.00	1,600.00	1,600.00	1,850.00	2,100.00	0.00%
<b>CATEGORY TOTAL</b>	<b>71,887.71</b>	<b>79,648.00</b>	<b>79,637.00</b>	<b>79,637.00</b>	<b>80,107.00</b>	<b>80,597.00</b>	<b>-0.01%</b>
<b>EXPENSES</b>							
ELECTRICITY	431.76	500.00	500.00	500.00	500.00	500.00	0.00%
PROPANE GAS	2,895.17	3,200.00	3,200.00	3,000.00	3,200.00	3,200.00	-6.25%
WATER	175.21	375.00	350.00	200.00	350.00	350.00	-46.67%
GROUNDS MAINTENANCE	4,487.22	5,300.00	5,300.00	5,000.00	5,300.00	5,300.00	-5.66%
EQUIPMENT MAINTENANCE	5,409.10	5,625.00	5,625.00	5,625.00	5,625.00	5,625.00	0.00%
OTHER CONTRACTUAL SERVICES	721.13	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
GASOLINE	4,179.18	6,500.00	5,500.00	5,000.00	4,750.00	5,000.00	-23.08%
OFFICE SUPPLIES	106.97	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	55.00	135.00	130.00	130.00	130.00	130.00	-3.70%
DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	100.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>18,560.74</b>	<b>22,935.00</b>	<b>21,905.00</b>	<b>20,755.00</b>	<b>21,155.00</b>	<b>21,405.00</b>	<b>-9.51%</b>
<b>DEPARTMENT TOTAL</b>	<b>90,448.45</b>	<b>102,583.00</b>	<b>101,542.00</b>	<b>100,392.00</b>	<b>101,262.00</b>	<b>102,002.00</b>	<b>-2.14%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director	0.1	EXEM	14,692.00		14,692.00
Senior Assistant	0.4	CWA	18,722.00	850.00	19,572.00
Cemetery Supervisor	0.6	WPWA	34,223.00	750.00	34,973.00
Seasonal Staff			6,500.00		6,500.00
Overtime			3,900.00		3,900.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>78,037.00</b>	<b>1,600.00</b>	<b>79,637.00</b>

**Metrics:**

<b>DESCRIPTION</b>	<b>TYPE</b>	<b>FY'14</b>	<b>FY'15</b>	<b>FY'16 (11/2/15)</b>
SALE OF LOTS	SINGLE GAVE	7	12	3
	2 GRAVE LOT	4	7	8
	3 GRAVE LOT	1	0	2
	4 GRAVE LOT	4	2	0
	CREMATION LOTS	11	7	1
	<b>TOTAL SALE OF LOTS</b>	<b>27</b>	<b>28</b>	<b>14</b>
BURIALS	FULL BURIAL	15	24	13
	CREMATION BURIAL	16	20	6
	<b>TOTAL BURIALS</b>	<b>31</b>	<b>44</b>	<b>19</b>
MONUMENTS		22	26	8

## Health & Human Services

### 510 Board of Health

#### **Mission Statement:**

The mission of the Westford Health Department/ Board of Health is to achieve the highest level of wellness for all Westford residents and employees by reducing the incidence of illness and death. This is accomplished by assessing community needs, adopting and enforcing health regulations, and implementing improved community strategies to provide affordable quality health care and preventative health programs and services.

#### **Department Goals for 2015-2016**

- Assess community health assessment data and evaluate current programs and services based on results
- Continue to secure grants and creative cost saving options
- Explore social media avenues for dissemination of health information
- Begin hazmat inspections with fire department
- Train 10-15 MRC members on the National Cut it Out, train the trainer program, and provide domestic violence trainings to hair salons utilizing MRC volunteers
- Establish a multi-prong approach to community education on Lyme/tick borne illness resources.
- Work with Pedestrian Safety Committee to improve safety. Bring in Mark Fenton to consult with town and host large for businesses and key personnel
- Explore a 5 year FDA grant for compliance with voluntary food standards while working to complete one or more of the standards. Continue development of policies and procedures
- Continue to strengthen MRC response capabilities in community and region with trainings, and drills
- Establish an inventory management system for emergency equipment.
- Finalize special medical/ functional needs shelter plan for inclusion in Westford's shelter plan
- Review current fee schedule to assess need for updating

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR HEALTH CARE	93,616.00	97,876.00	97,876.00	97,876.00	97,876.00	97,876.00	0.00%
HEALTH AGENT	64,979.06	66,152.00	66,152.00	66,152.00	66,152.00	66,152.00	0.00%
DIRECTOR - ENVIRON SERVICES	68,101.81	72,639.00	77,000.00	77,000.00	77,000.00	77,000.00	6.00%
FOOD INSPECTOR	31,243.12	31,875.00	31,753.00	31,753.00	31,753.00	31,753.00	-0.38%
NURSE	54,575.10	57,268.00	57,050.00	57,050.00	57,050.00	57,050.00	-0.38%
SUBSTANCE ABUSE COORDINATOR	27,644.26	29,600.00	30,224.00	30,224.00	30,979.00	31,753.00	2.11%
ADMINISTRATIVE ASSISTANT	49,528.75	50,029.00	49,838.00	49,838.00	49,838.00	49,838.00	-0.38%
LONGEVITY	5,400.00	5,670.00	5,010.00	5,010.00	5,144.00	6,044.00	-11.64%
<b>CATEGORY TOTAL</b>	<b>395,088.10</b>	<b>411,109.00</b>	<b>414,903.00</b>	<b>414,903.00</b>	<b>415,792.00</b>	<b>417,466.00</b>	<b>0.92%</b>
<b>EXPENSES</b>							
VEHICLE MAINTENANCE	1,063.21	1,500.00	1,600.00	1,600.00	2,000.00	2,200.00	6.67%
CONTRACTED CLERICAL SERVICES	1,275.00	1,800.00	1,800.00	1,800.00	1,800.00	2,000.00	0.00%
BIOHAZARD WASTE DISPOSAL	2,294.12	2,000.00	2,000.00	2,000.00	2,200.00	2,200.00	0.00%
LABORATORY SERVICES	150.00	800.00	800.00	800.00	800.00	800.00	0.00%
DENTAL SERVICES	3,173.17	3,500.00	3,500.00	3,200.00	3,600.00	3,600.00	-8.57%
CONSULTING SERVICES	4,398.80	4,000.00	4,000.00	4,000.00	4,200.00	4,200.00	0.00%
ADVERTISING - LEGAL	244.12	700.00	700.00	500.00	700.00	700.00	-28.57%
PRINTING SERVICES	4,143.08	4,500.00	4,500.00	4,500.00	4,700.00	4,800.00	0.00%
GASOLINE	1,373.79	2,000.00	2,000.00	1,500.00	2,100.00	2,200.00	-25.00%
OFFICE SUPPLIES	3,696.44	4,000.00	4,000.00	3,600.00	4,200.00	4,300.00	-10.00%
HEALTH / MEDICAL SUPPLIES	1,507.06	3,100.00	3,100.00	2,000.00	3,100.00	3,100.00	-35.48%
BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%
TRAVEL - MILEAGE	2,127.17	2,200.00	2,300.00	2,300.00	2,400.00	2,500.00	4.55%
MEETINGS & CONFERENCES	1,164.62	2,400.00	4,000.00	4,000.00	4,000.00	4,000.00	66.67%
DUES & MEMBERSHIPS	795.00	750.00	825.00	825.00	825.00	825.00	10.00%
FLU CLINIC	9,513.14	-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>36,918.72</b>	<b>33,400.00</b>	<b>35,275.00</b>	<b>32,775.00</b>	<b>36,775.00</b>	<b>37,575.00</b>	<b>-1.87%</b>
<b>DEPARTMENT TOTAL</b>	<b>432,006.82</b>	<b>444,509.00</b>	<b>450,178.00</b>	<b>447,678.00</b>	<b>452,567.00</b>	<b>455,041.00</b>	<b>0.71%</b>

**Description of Changes:**

Overall, the Board of Health budget shows a 0.71% increase for FY17. The expense budget was reduced from FY16, but the BOH may need to ask for an increase to the Immunizations and Clinical Services Revolving fund in order to meet the demand for services, and in particular, flu shots.

**Programs & Services:**

The Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff promote positive health practices, protect the health of the community, and encourage healthy behaviors.

**Health Services** focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. We address a comprehensive range of health conditions and concerns. Programs and services include: communicable disease surveillance and communicable disease control; immunization programs including yearly community and school-based flu clinics; health fairs; educational health programs for community and schools; lead program; health screenings; mental health programs and referrals; substance abuse prevention services; school-based dental program for grades k-6; senior dental program ;tobacco control including enforcement of state and local smoking control requirements, issuance of permits for tobacco retailers and compliance monitoring; town employee wellness program; sharps program and unwanted medication drop off; emergency preparedness.

**Environmental Services** focuses on the assessment, management, control, and prevention of environmental factors that may adversely affect the health, safety or well being of residents. Programs and services include: Title V inspections and permitting; swimming pool inspections; beach testing; licensing and inspection of all food establishments; inspection and licensing of all recreational camps; hazardous materials and storage by-laws; animal, rodent and vector control; mercury program; investigation of environmental violations; site plan reviews; groundwater protection and surveillance; housing inspections and enforcement actions; abatement of general health nuisances; educational programs on environmental and food safety issues.

**Significant Departmental Accomplishments:**

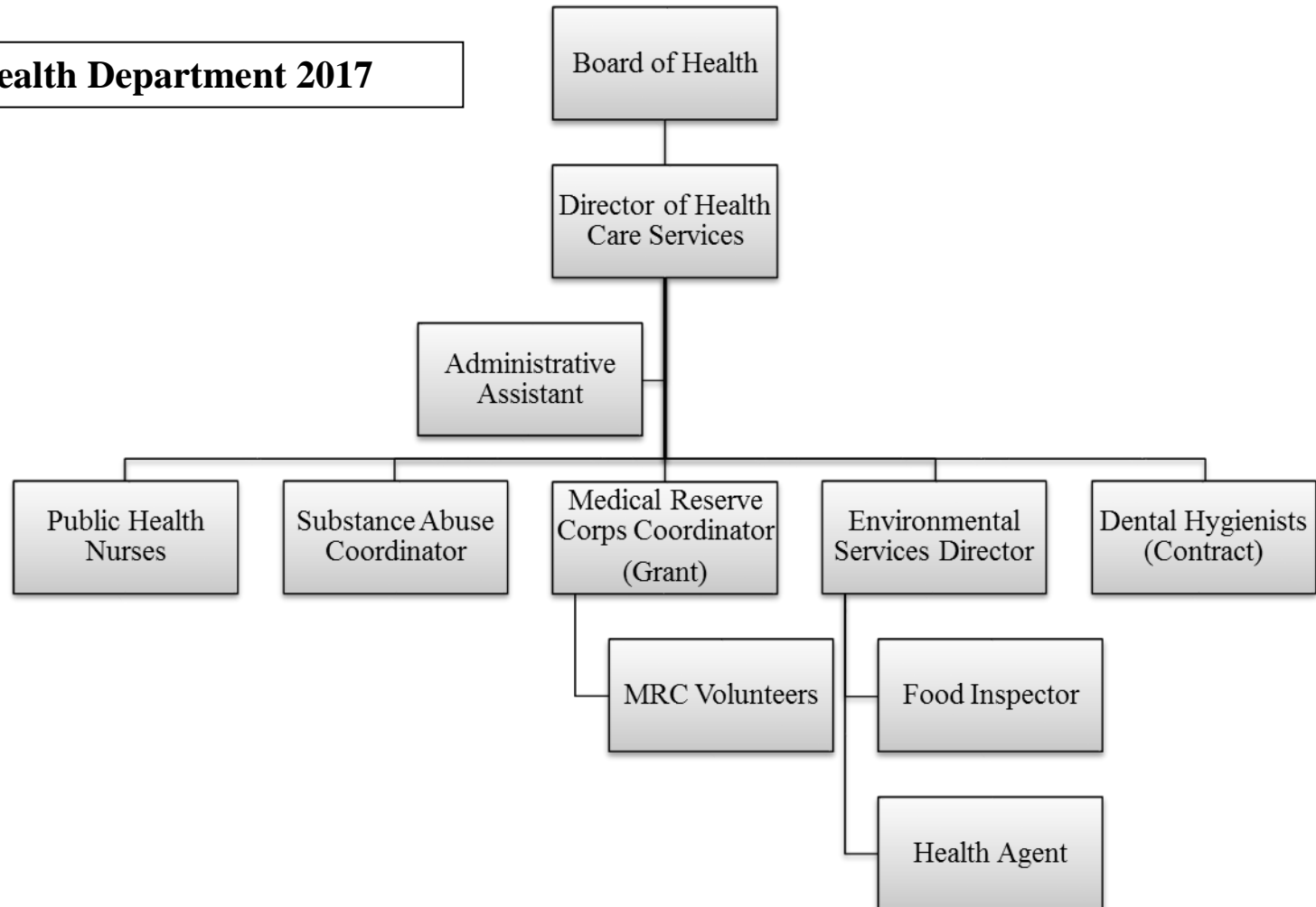
- Developed and sent a community health needs assessment receiving over 1200 responses from residents
- Provided an additional 100 shingles shots to senior citizens
- Sought grants and outside resources to assist with town revenue stream and to enhance services
  - Secured over \$10,000 for the shingles program
  - Received \$50,000 Circle Health Gift to support Health programs and services



- Rolled out training and through grant provided supply of Narcan to all Police/ School Nurses and public health nursing staff to combat the opioid epidemic
- Continued to chair Healthy Lakes/Pond Collaborative, which included community education and enhanced monitoring. Obtained \$ 139,000 CPC funds approved at town meeting for continued monitoring, a nutrient budget analysis, treatment for selected water bodies and an educational campaign
- Offered firefighters bladder and pulmonary function screenings and trained each shift on need and value of program
- Received a \$15,000 grant through Upper Merrimack Valley Medical Reserve Corps (UMVMRC) to assist with mental health and domestic violence education, utilizing the UMVMRC volunteer base. Increased mental health and suicide programs within the town by training MRC, school nurses and staff on suicide prevention.
- Provided second training for 70 UMVMRC response strike team members, to enhance shelter response
- Utilized volunteer Medical Reserve Corp members to staff 9 community/ school-based flu clinics and 10 public health events/clinics that saved Westford over \$24,340 in staffing costs, based on a 2014 economic impact of volunteers calculator
- Provided CPR training for 32 town residents utilizing MRC trainers. Also taught 25 town employees to ensure that teams are available in public buildings, who are trained to use AED and to use perform CPR
- Established a web based registration system for our school based flu program. Expanded flu based program providing over 2,900 doses and High Risk Flu Vaccine for over 65 year olds in Westford. Sought reimbursement for administration and vaccine, securing \$42,699 in revenues for the community
- Sought and received ~ \$7,000 in private donations to sustain the senior dental program, which provides free dental care to the uninsured and underinsured elderly in town
- Submitted and received \$2000 grant from FDA to assist with our Food Inspectional Program and staff training to ensure meeting new Risk Based Food Protection Program and FDA standards. Used funding to develop policies and procedures and worked on implementing additional standards.
- Established timeline for implementation of new the department's haz-mat program including training, establishment of fees and future coordination of inspection schedule with fire department
- Provided 2 Serv Safe certification programs for food handlers and organizations. Provided Chokesaver using MRC trainers as an addition to the class.
- Continued a successful "Let's Move" campaign to fight obesity within the community, providing educational programs and services to schools, employees, and residents
- Provided sharps pick-up for medical waste and worked collaboratively with Police Department to include medication drop off at the Police Department and drop off days in conjunction with DEA
- Provided 2 trainings for real estate agents and residents on Title 5
- Provided expanded Domestic Violence programs and services through the Westford Coalition for Non- Violence committee and continued monthly taskforce committee meetings and activities
- Managed activities and fiscal funding for a \$219,000 CDC emergency preparedness grant as host for a 7-town collaborative and \$109,000 as host for 7 regional MRC units

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director of Health Services	1.0	EXEM	97,876.00	2,500.00	100,376.00
Director Environmental Svcs	1.0	EXEM	77,000.00	-	77,000.00
Health Agent	1.0	OPEIU	66,152.00	850.00	67,002.00
Nurse	0.8	NON	57,050.00	-	57,050.00
Substance Abuse Coordinator	0.4	OPEIU	30,224.00	240.00	30,464.00
Food Inspector	0.5	OPEIU	31,753.00	320.00	32,073.00
Administrative Assistant	1.0	CWA	49,838.00	1,100.00	50,938.00
<b>Total Personal Services</b>	<b>5.7</b>		<b>409,893.00</b>	<b>5,010.00</b>	<b>414,903.00</b>

**Health Department 2017**

## Metrics

Communicable Diseases	FY14	FT15	Services	FY 14	FY 15
Babesiosis	0	1	School Flu Immunizations	367	270
Campylobacter	7	10	Seasonal Flu immunizations	1993	2637
Cryptosporidiosis	1	1	<b>Pneumonia</b>	12	29
Influenze (FLU)	0	42	<b>Clinics</b>		
Giardia	0	1	Hearing	25	22
Group A or B Strep	0	0	Cholesterol Screening	7	12
Hepatitis A	0	0	Tuberculosis Testing	34	16
Hepatitis B	0	6 Probable	Immunizations	105	106
Hepatitis C	0	6	Pap Smear Clinic	6	2
HGA	0	4 Confirmed 1 Probable	Home Visits	79	42
Legionellosis	0	1	Well Child Clinic	3	3
Lyme Disease	23	18 Conf. 24 Prob.	Hypertension Screening	425	310
Pertussis	1	4	Animal Bite Consultation	30	19
Salmonella	8	2			
Shiga Toxin Producing Organism	2	2	<b>Educational Programming</b>		
Strep Pneumonia	1	0	Number of Programs	13	17
Active TB	1	3	CPR Trained	0	32
TB - Latent	8	1	<b>Employee Health Program</b>		
Toxoplasmosis	0	0	Number of Programs	12	16
Varicella	0	2	Participants	272	648
Yersiniosis	0	0	Arranged discounted healthclub membership for employees		

## Applications Reviewed/Permits Approved

<b>Septic Related</b>	<b>FY14</b>	<b>FY15</b>	<b>Food Service Related</b>	<b>FY14</b>	<b>FY15</b>
Septic Haulers/Installers	62	72	Annual Establishments	158	173
Soil Evaluations & Percolation Testing	86	79	Food Establishment Complaints	9	9
System Construction	150	140	Catering Licenses	10	7
Portable Chemical Toilets	3	12	Other (Frozen Dessert, Milk & Cream)	99	104
Title 5 Inspections Reviewed	249	256	Food Establishment Plans Reviewed	5	7
System Construction Inspections		374	Seasonal Establishments	32	32
			Temporary Events	87	116
<b>Water/Well Systems Related</b>			Farmer's Market	21	24
Wells/Water Systems	28	28	Residential	12	
<b>Camp/Camping Related</b>			<b>Miscellaneous</b>		
Day/Overnight & Rec Camps	7	6	Temporary Housing	0	9
Inspections Conducted	6	6	Housing Inspections	37	32
			Beaver Inspections/Complaints	4	4
<b>Recreational Water Related</b>			Building Permits	168	171
Swimming Pool Inspections	19	22	Stabling & Piggery Permits/Inspection	18	24
Swimming Pools	20	22	Hazardous Materials Registration	58	54
Bathing Beaches	14	14	Demo Permit Inspections	12	13

### Permit and Services Receipts

	<b>FY14 Revenue</b>	<b>FY15 Revenue</b>		<b>FY14 Revenue</b>	<b>FY15 Revenue</b>
Septic	23,475	19,825	Well Child	15	15
Portable toilets	45	115	Mantoux Testing	75	75
Installers	6,600	5,300	Cholesterol	120	165
Haulers	1,725	1,575	Immunization	60	60
Temp food permits	2,515	4,125	Dental	680	500
Soil evaluation & percolation tests	13,630	11,323	Fines	3,900	2,375
Pump and water systems	500	700	Funeral Directors	25	25
Stabling/piggery	1,170	1,495	Camping/hotel/motel	950	830
Food	32,600	33,795	Pool	2,100	2,125
Frozen dessert	360	460	Beach	1,710	1,710
Mobile food-catering	770	1,540	Well	825	975
Tobacco	2,500	2,875	Pap Test	50	60
Farmers Market	900	1,360	Flu/Pneumonia Reimbursement	36,117	42,699
Title V review	6,255	6,350	Residential Kitchen	1,820	1,300
Pre- Demolition Walk through	600	555	Serv Safe- revenue	2,450	3,640
Housing Inspections	170	1,100			
Beaver Dam Modification	-	150	<b>TOTAL</b>	<b>166,504</b>	<b>149,197</b>

**540 Senior Center****Mission Statement:**

The mission of the Council on Aging is to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information.

**Vision Statement:** The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community.

**Goals:**

- Increase center hours of operation on Tuesday and Thursday evening from 4:00-7:00PM and Saturdays from 8:00-noon allowing active adults that are working the opportunity to participate in exercise classes, access fitness center and other amenities, enrichment opportunities and social services needs.
- Utilize 2015 Cummings grant funding to enhance our current meal program which could include a Cameron Bistro serving fresh salads, soup, sandwiches, The Cameron Diner offering daily Blue plate specials, or a relaxing WIFI Cafe with light lunch options and other suggested ideas from center participants.
- Increase public awareness of Cameron Center offerings by utilizing local newspapers, Westford Community Access Station and other social media outlets.

**Budget Narrative:**

The Cameron Senior Center offers an array of exercise classes, wellness and enrichment opportunities as well as social services for adult age sixty and over Monday thru Friday from 8AM to 4PM. It has come to our attention that many active adults who are still working would like to also participate in many of the opportunities that the center provides during the day but they can't due to their work schedule. With the requested additional funding we would offer extended hours on Tuesdays and Thursdays from 4:00-7:00PM and Saturdays from 8:00-12:00PM to better serve all residents of Westford age 60 and over.

**Programs & Services:**

The Council on Aging provides social services for residents of the Town of Westford facing financial and/or an emergency hardship. Some of the services we offer include fuel assistance, SNAP, SHINE, housing, tax preparations, transportation, food pantry, Cameron Clothes Closet, Medical Equipment, Holiday Baskets, Tax Relief for the Elderly and Disabled a/k/a T.R.E.A.D., Senior Work-Off Abatement Program, companion/ respite care-CTI, legal services in addition to acting as a community emergency shelter. Also, we are excited to offer over ten different exercise classes for all levels of fitness from aerobic, Tai Chi, Sumba, Chair aerobics, etc. and a state of the art fitness center which cost only \$60 a year to join. All of our exercise classes are free thanks to the Friends of the Cameron Senior Center. Other offerings include a Billiard Room, Ping Pong, Open art/studio, Quilting, Watercolor, Cribbage, Scrabble, Day Trips and other enrichment opportunities. All active adults 60 and over are welcome to join us here at the Cameron any time.



	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
RECORDS SUPERVISOR	53,948.70	55,237.00	55,026.00	55,026.00	55,026.00	55,026.00	-0.38%
SENIOR ASSISTANT	-	40,814.00	34,198.00	34,198.00	35,196.00	36,253.00	-16.21%
MAINTENANCE WORKER I	31,943.78	32,712.00	32,587.00	32,587.00	32,587.00	32,587.00	-0.38%
REGISTRAR	31,564.80	-	-	-	-	-	
EVENING SUPERVISORS	4,929.47	8,619.00	8,834.00	8,834.00	8,834.00	8,834.00	2.49%
LONGEVITY	885.00	847.00	1,440.00	1,440.00	1,440.00	1,440.00	70.01%
SNOW REMOVAL COVERAGE	202.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>123,474.25</b>	<b>139,229.00</b>	<b>133,085.00</b>	<b>133,085.00</b>	<b>134,083.00</b>	<b>135,140.00</b>	<b>-4.41%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	119.98	270.00	250.00	250.00	-	-	-7.41%
ELECTRICITY	31,290.87	32,000.00	35,000.00	32,000.00	32,000.00	32,000.00	0.00%
NATURAL GAS	9,290.28	11,209.00	10,923.00	10,000.00	14,000.00	16,250.00	-10.79%
WATER	1,958.27	2,000.00	2,100.00	2,100.00	2,500.00	2,900.00	5.00%
SEWER/SEPTIC	2,899.00	3,000.00	4,000.00	3,000.00	5,000.00	6,000.00	0.00%
BUILDING MAINTENANCE	3,004.81	3,000.00	6,100.00	4,000.00	3,800.00	4,200.00	33.33%
EQUIPMENT MAINTENANCE	325.12	1,800.00	1,000.00	1,000.00	-	-	-44.44%
BLDG MAINT SVCS - HVAC	4,797.32	5,000.00	5,300.00	5,300.00	5,500.00	5,500.00	6.00%
BLDG MAINT SVCS - GENERATOR	190.00	500.00	300.00	300.00	500.00	300.00	-40.00%
BLDG MAINT SVCS - ELEVATOR	950.00	1,500.00	1,100.00	1,100.00	1,300.00	1,300.00	-26.67%
BLD MAINT SVCS - FIRE/ALARM	1,447.87	1,500.00	1,700.00	1,700.00	1,800.00	1,800.00	13.33%
CONTRACTED SNOW REMOVAL	1,100.00	1,000.00	2,000.00	2,000.00	2,000.00	2,000.00	100.00%
OFFICE EQUIPMENT	-	600.00	600.00	600.00	600.00	600.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	4,047.42	4,500.00	5,000.00	4,000.00	4,500.00	4,500.00	-11.11%
LIGHTING / ELECTRICAL SUPPLIES	214.98	1,000.00	400.00	400.00	400.00	400.00	-60.00%
BOTTLED WATER	-	200.00	300.00	300.00	400.00	400.00	50.00%
TRAVEL-MILEAGE	213.40	300.00	400.00	400.00	475.00	500.00	33.33%
MEETINGS & CONFERENCES	-	300.00	400.00	400.00	7,000.00	7,000.00	33.33%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>61,849.32</b>	<b>69,679.00</b>	<b>76,873.00</b>	<b>68,850.00</b>	<b>81,775.00</b>	<b>85,650.00</b>	<b>-1.19%</b>
<b>DEPARTMENT TOTAL</b>	<b>185,323.57</b>	<b>208,908.00</b>	<b>209,958.00</b>	<b>201,935.00</b>	<b>215,858.00</b>	<b>220,790.00</b>	<b>-3.34%</b>

**Description of Changes:****Description of Changes:**

With the requested additional hours of operation we are requesting \$6,432.64 for additional staff personnel to cover the additional hours for this fiscal year. With the new, additional projected Facility Use revenue of \$6,240.00 that would leave the Town with only paying a projected cost of \$192.64 allowing our center to be open an additional 520 hours. The additional exercise class offerings would be partly covered by the Friends of the Cameron Senior Center and perhaps a requested donation. Also, we would utilize our volunteers to provide a monitor in our fitness center during these additional hours of operation.

Additional cost of \$3000 was added to our Building Maintenance Line Item to purchase two snow blowers to clear snow quicker so we can operate the van whether for shelter purposes, ensuring riders get to necessary doctor's appointments, grocery store, etc.. This will also allow our staff to take the necessary time to prepare the parking lot for the safety of our center participants.

Cameron utility bills are based on the average usage of last year.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Records Supervisor	1.0	CWA	55,026.00	850.00	55,876.00
Senior Assistant	1.0	CWA	34,198.00		34,198.00
Custodian	0.7	CWA	32,587.00	590.00	33,177.00
Evening Supervisors		NON	8,834.00		8,834.00
Snow Removal Coverage		NON	1,000.00		1,000.00
<b>Total Personal Services</b>	<b>2.7</b>		<b>131,645.00</b>	<b>1,440.00</b>	<b>133,085.00</b>

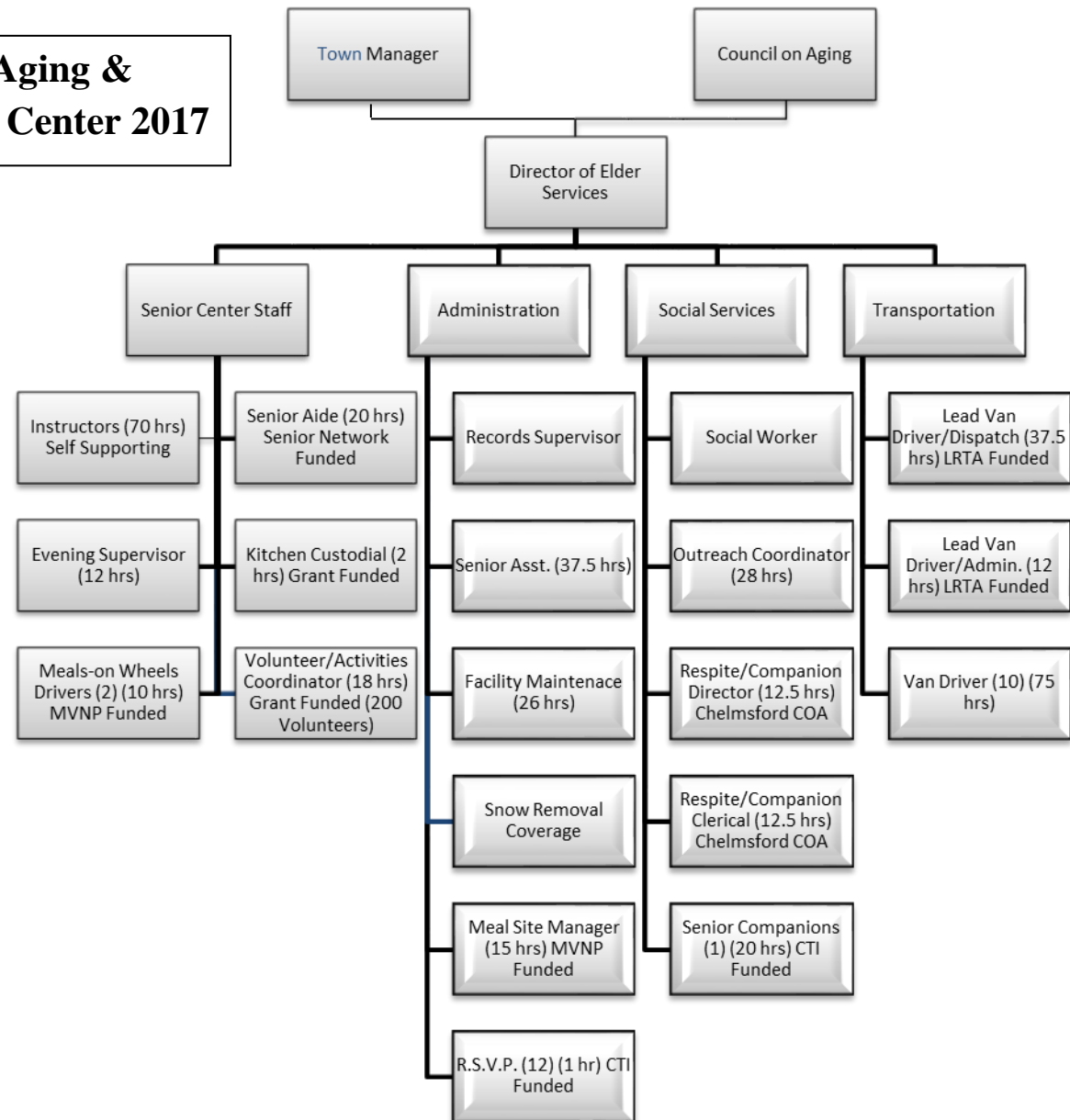
**541 Council on Aging**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	71,477.46	80,032.00	79,458.00	79,458.00	79,458.00	79,458.00	-0.72%
SOCIAL WORKER	71,457.10	73,244.00	73,244.00	73,244.00	73,244.00	73,244.00	0.00%
OUTREACH COORDINATOR	21,575.01	23,027.00	29,195.00	29,195.00	29,195.00	29,195.00	26.79%
VAN DRIVERS	31,337.20	33,436.00	39,000.00	39,000.00	39,000.00	39,000.00	16.64%
LONGEVITY	2,280.00	294.00	440.00	440.00	940.00	940.00	49.66%
SENIOR REBATE PROGRAM	25,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>223,126.77</b>	<b>230,033.00</b>	<b>241,337.00</b>	<b>241,337.00</b>	<b>241,837.00</b>	<b>241,837.00</b>	<b>4.91%</b>
<b>EXPENSES</b>							
VEHICLE MAINTENANCE	1,508.49	3,000.00	2,300.00	2,300.00	2,600.00	2,800.00	-23.33%
LEGAL SERVICES	-	100.00	-	-	100.00	100.00	-100.00%
HEALTH / NUTRITION SERVICES	504.01	500.00	-	-	500.00	500.00	-100.00%
POSTAGE	8,630.15	7,000.00	8,900.00	8,900.00	9,300.00	9,600.00	27.14%
SENIOR VOLUNTEER SERVICES	-	100.00	300.00	300.00	300.00	300.00	200.00%
GASOLINE	10,739.73	13,500.00	14,000.00	11,000.00	13,500.00	13,700.00	-18.52%
OFFICE SUPPLIES	2,025.53	3,000.00	3,000.00	2,000.00	2,800.00	3,000.00	-33.33%
PROGRAMS & ACTIVITIES	534.34	400.00	600.00	600.00	-	-	50.00%
SOCIAL & CULTURAL PROGRAMS	476.73	400.00	600.00	600.00	600.00	1,000.00	50.00%
TRAVEL - MILEAGE	1,830.77	2,000.00	2,200.00	2,200.00	2,500.00	2,500.00	10.00%
MEETINGS & CONFERENCES	3,744.73	3,000.00	4,000.00	4,000.00	4,000.00	4,300.00	33.33%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>29,994.48</b>	<b>33,000.00</b>	<b>35,900.00</b>	<b>31,900.00</b>	<b>36,200.00</b>	<b>37,800.00</b>	<b>-3.33%</b>
<b>DEPARTMENT TOTAL</b>	<b>253,121.25</b>	<b>263,033.00</b>	<b>277,237.00</b>	<b>273,237.00</b>	<b>278,037.00</b>	<b>279,637.00</b>	<b>3.88%</b>
<b>TOTAL: CSC/Council On Aging</b>	<b>438,444.82</b>	<b>471,941.00</b>	<b>487,195.00</b>	<b>475,172.00</b>	<b>493,895.00</b>	<b>500,427.00</b>	<b>0.68%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
COA Director	1.0	EXEM	79,458.00		79,458.00
Social Worker	1.0	EXEM	73,244.00	-	73,244.00
Outreach Coordinator	0.7	NON	29,195.00	440.00	29,635.00
Van Drivers			39,000.00	-	39,000.00
Senior Rebate			20,000.00		20,000.00
<b>Total Personal Services</b>	<b>2.7</b>		<b>240,897.00</b>	<b>440.00</b>	<b>241,337.00</b>

## Council on Aging & Cameron Senior Center 2017



**543 Veteran's Services**

**Mission Statement:** The Town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	49,899.92	54,373.00	54,165.00	54,165.00	54,165.00	54,165.00	-0.38%
LONGEVITY		500.00	500.00	500.00	500.00	500.00	0.00%
ADMIN SUPPORT		4,300.00	4,300.00	-	4,300.00	4,300.00	-100.00%
VETERANS TAX WORK PROGRAM	5,000.00	5,000.00	5,000.00	5,000.00	10,000.00	10,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>54,899.92</b>	<b>64,173.00</b>	<b>63,965.00</b>	<b>59,665.00</b>	<b>68,965.00</b>	<b>68,965.00</b>	<b>-7.02%</b>
<b>EXPENSES</b>							
MONUMENT MAINT SERVICES		-	-	-	-	-	
OFFICE SUPPLIES	408.62	450.00	600.00	500.00	600.00	600.00	11.11%
PROGRAMS & ACTIVITIES	5,816.06	4,500.00	5,000.00	5,000.00	5,000.00	5,000.00	11.11%
MEETINGS & CONFERENCES	1,234.28	850.00	1,000.00	1,000.00	1,000.00	1,000.00	17.65%
VETERAN'S SERVICES	89,773.23	100,000.00	100,000.00	100,000.00	110,000.00	110,000.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>97,232.19</b>	<b>105,800.00</b>	<b>106,600.00</b>	<b>106,500.00</b>	<b>116,600.00</b>	<b>116,600.00</b>	<b>0.66%</b>
<b>DEPARTMENT TOTAL</b>	<b>152,132.11</b>	<b>169,973.00</b>	<b>170,565.00</b>	<b>166,165.00</b>	<b>185,565.00</b>	<b>185,565.00</b>	<b>-2.24%</b>

**Description of Changes:**

Benefits provided by the US Department of Veterans Affairs are NOT administered by the town; therefore, there is no direct cost to the town. Some Chapter 115 recipients are moved to federal benefits programs when applicable. 80% of the clients seen are connected to federal resources.

- The number of Chapter 115 benefits recipients' growth rate flattened out in FY15 and the beginning of FY16 compared to some of the previous years. Several of these recipients moved out of the area or obtained federal benefits that put them over income. The average recipient is budgeted at \$500/month. The actual amount is variable based on the number of reimbursable items submitted by the recipient.

In FY15, the total monthly benefit paid to recipients varied from a low of \$3,519.63 (avg. of \$351.96 for 10 recipients) to a high of \$14,781.20 (avg. of \$869.48 for 17 recipients). The Commonwealth reimburses the town for 75% of the Ch. 115 benefits paid.

- \$30,000 was paid to eligible annuitants (100% disabled veterans, Gold Star spouses and parents) directly by Massachusetts Department of Veterans' Services. This item is NOT part of our budget, FYI only.
- During the 2014 reporting period, the VA was paying over \$31,000 every month in disability/compensation benefits to our resident veterans. This item is NOT part of our budget, FYI only.
- Veteran property tax abatements, credits and deferrals are currently managed by the town's assessor department and are not reflected in this budget. There were 83 veteran tax abatements for a total of \$66,400 in 2015. This item is NOT part of our budget, FYI only.
- In both FY15 & FY16, Veterans Services was approved for \$5,000 to allocate to the Veteran's Property Tax Work Off program. Unless there is a request outside of the department, we are requesting no increase in FY17, to remain at 5 recipients, \$5,000.
- The street flags are being refreshed as needed. There is also a plan to illuminate all town-owned cemetery flag poles, some are not today. The veterans grave marker flags are reimbursable from the commonwealth at the same rate as benefits, 75%. Street, municipal buildings, parks and memorial flag costs are borne by the town.
- There are two town-wide veterans holidays, Memorial Day and Veterans Day, hosted and funded by the town. Only holiday payroll hours for Highway/Parks and Recreation personnel in support of these events are charged back to this department. Police and Fire Department staffing are accommodated by the respective department at no charge to this department. To date, we have never paid remuneration to any participants of these events. Thru the extensive use of volunteers and local organizations, costs to the town are minimal. 6 of the 8 artificial wreaths required for the war memorials were purchased in FY13. Two "live" wreaths are purchased each year because they are thrown in to the waters at Forge Pond and Nab Lake and are usually not retrievable.
- Training is to be offered three year in a conference-style forum. One is 100% reimbursed by the Commonwealth. The other two are hosted by the MA Veterans Services Officers Association and all costs are borne by the town.
- Outreach efforts and supplies, grocery and gas cards are funded by community donations and the Veterans Gift Fund.
- The VSO position remains a full-time 37-1/2 hour position.
- In 2014, the Commonwealth approved a VSO certification program. Certification takes place in October 2015. The Town is required to have one "certified" Service Officer to be able to receive the maximum 75% reimbursement.
- Town hall is providing a part-time clerical resource.
- An administrative assistant (previously 19 hours a week) funded by a US Dept of Labor (administered by the National Senior Network) grant program was not renewed in July 2015. Numerous unpaid volunteers are used for efforts like burial record keeping, cemetery flag replacement and war memorials half-staff support.
- The department was awarded a VA Work Study Program "intern" but that has not yet yielded a resource.

**Programs & Services:**

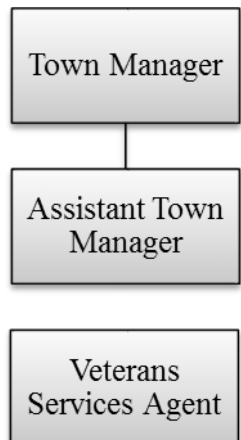
The Town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled to. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford Department of Veterans Services administers services and financial assistance under the provisions of MGL Chapter 115 and 108 CMR.

This department also assists veterans in applying for federal VA benefits, such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or are housebound.

This office is NOT affiliated with the US Department of Veterans Affairs.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	54,165.00	500.00	54,665.00
Admin Support			-		-
Veterans' Tax Work Program			5,000.00		5,000.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>59,165.00</b>	<b>500.00</b>	<b>59,665.00</b>





## Culture & Recreation

### 610 Library

#### **Vision Statement:**

The J. V. Fletcher Library is a global gateway dedicated to serving the Town of Westford and committed to celebrating the community's heritage, diversity and multiculturalism. Library patrons of all ages and socio-economic circumstances experience the Fletcher Library as a responsive, innovative resource meeting their unique needs and offering a personal library experience. Lives are enriched and enhanced through the lifelong exposure to, and exploration of, life-changing ideas, creativity, information and evolving technologies. In a world of rushed and removed relationships, the library offers both a virtual village and a space of sanctuary and community. *Approved by the Board of Library Trustees, June 4, 2012.*

#### **Mission Statement:**

The J. V. Fletcher Library serves as a progressive responsive community resource, dedicated to the informational, cultural, educational and technological needs of its patrons. The Library supports its users in their lifelong pursuit of learning, personal growth and self-fulfillment. It encourages the young in their exploration of and celebration of the world. The Library is a resource for exploring and using new technologies, collections and media. The Library provides a gathering place for community members – in all their diversity – to meet in social engagement, to share discourse, to ponder divergent ideas and to engage in civic connection. The Library strives to be both reflective of and responsive to the community. It also seeks to be in the forefront of professional library service – attracting and leading the community into the future in a warm and welcoming public setting. *Approved by the Board of Library Trustees, July 9, 2012.*

#### **Goals:**

- GOAL I:** Library patrons speedily access a global array of titles, formats, and information sources, meeting and reflecting their needs, interests, careers and diverse demographics.
- GOAL II:** Library patrons enjoy a modern, expansive facility, designed and furnished to afford: collection growth; study, activity and meeting space; leisure reading; technological access; and communal areas for the purpose of programming, governance and public discourse.

**GOAL III:** The J. V. Fletcher Library is funded at a level that reflects the demographics, expectations, educational level and service needs of the community of Westford.

**GOAL IV:** Library patrons of all ages and socio-economic circumstances have access to collections, meaningful activities, programs and events which foster personal growth, self-development and exposure to ideas, art, cultures and current issues during service hours which reflect their needs.

**GOAL V:** Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.

**GOAL VI:** Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.

**GOAL VII:** Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.

**GOAL VIII:** Library patrons access data, information, resources and collections cataloged via the latest technological tools, via the latest technology and via new technological formats in a global and uninterrupted environment.

### **Description of Changes:**

EXEMPT and non-union Management Personnel line items are increased by 0% per Budget direction, with the exception of the LIBRARY PAGES line item which reflects the impact of the January 2016 increase in the state minimum wage. All CWA Personnel line items reflect the wage settlement of the CWA bargaining unit contract, advancing a Step only if indicated by years in the position. The former RECORDS SUPERVISOR line item is now an OFFICE MANAGER position under OPEIU; this re-classification accounts for the increase in this line item. The increase in the LIBRARY ASSOCIATES line item represents one Library Associate going to full-time January 1, 2017, upon the completion of her MLS degree (this will be an increase from 31/HPW to 37.5/HPW) per our Succession Planning worksheet. LONGEVITY payouts increase slightly reflecting the retention of long-term staff.

The 15% for BOOKS is based upon the new State formula, and includes offsets from FRIENDS, GIFTS and TRUST FUNDS. Utility projections reflect both the town-wide bidding and a projected increase, based upon the most recent six-year average consumption [see attachment]. The

Membership Formula cost for MVLC is based upon the only available estimate; this should be available in September, with a final network vote in October. The Mileage/Conference line item has been “unbraided” into three distinct line items for the purpose of better reporting and budgeting: *Mileage*; *Meetings & Conferences*, and; *Dues & Memberships*. The majority of operational line items reflect FY15 Actual expenses.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
LIBRARY DIRECTOR	95,084.92	99,413.00	99,413.00	99,413.00	99,412.00	99,412.00	0.00%
ASSISTANT DIRECTOR	69,884.83	73,063.00	73,065.00	73,065.00	73,065.00	73,065.00	0.00%
SENIOR LIBRARIANS	242,303.60	251,806.00	254,974.00	254,974.00	256,183.00	256,183.00	1.26%
LIBRARY ASSISTANTS	586,332.11	602,520.00	621,800.00	621,800.00	631,892.00	642,795.00	3.20%
OFFICE MANAGER	52,723.00	57,339.00	59,979.00	59,979.00	59,979.00	59,979.00	4.60%
7 SATURDAY, JULY-AUG	10,304.82	12,366.00	12,493.00	12,493.00	12,493.00	20,243.00	1.03%
OTHER SUPPORT STAFF	-	-	-	-	13,261.00	-	
CUSTODIANS	60,851.71	63,933.00	62,065.00	62,065.00	62,247.00	62,413.00	-2.92%
PAGES	11,345.25	14,934.00	16,443.00	16,443.00	17,226.00	17,226.00	10.10%
CUSTODIAL OVERTIME	-	2,779.00	2,702.00	2,702.00	2,702.00	2,702.00	-2.77%
MLS STIPENDS	-	-	3,000.00	3,000.00	3,000.00	3,000.00	
LONGEVITY	19,055.00	19,168.00	19,809.00	19,869.00	20,168.00	20,881.00	3.66%
<b>CATEGORY TOTAL</b>	<b>1,147,885.24</b>	<b>1,197,321.00</b>	<b>1,225,743.00</b>	<b>1,225,803.00</b>	<b>1,251,628.00</b>	<b>1,257,899.00</b>	<b>2.38%</b>

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	3,530.00	3,530.00	1,260.00	1,260.00	1,260.00	1,260.00	-64.31%
ELECTRICITY	34,997.77	34,560.00	33,955.00	33,000.00	33,955.00	33,955.00	-4.51%
HEATING FUEL	13,183.40	15,000.00	15,600.00	14,000.00	15,600.00	15,600.00	-6.67%
WATER	1,734.06	2,000.00	2,060.00	2,060.00	2,060.00	2,060.00	3.00%
EQUIPMENT MAINTENANCE	26,928.47	24,550.00	24,911.00	24,911.00	24,911.00	24,911.00	1.47%
MVLC NETWORK MAINTENANCE	33,141.00	34,500.00	34,550.00	34,550.00	34,550.00	34,550.00	0.14%
POSTAGE	3,506.75	4,500.00	4,000.00	3,500.00	4,000.00	4,000.00	-22.22%
PRINTING SERVICES	2,608.53	2,850.00	2,850.00	2,850.00	2,850.00	2,850.00	0.00%
OFFICE SUPPLIES	16,773.41	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	4,934.49	7,500.00	6,000.00	5,000.00	6,000.00	6,000.00	-33.33%
BOOKS & SUBSCRIPTIONS	200,203.68	198,916.00	214,648.00	214,648.00	219,142.00	220,082.00	7.91%
MILEAGE	2,029.07	1,750.00	2,000.00	2,000.00	2,000.00	2,000.00	14.29%
MEETINGS & CONFERENCES	1,239.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	0.00%
DUES & MEMBERSHIPS	660.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
PUBLIC EMPLOYEE BOND	364.48	365.00	365.00	365.00	365.00	365.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>345,834.11</b>	<b>349,971.00</b>	<b>362,149.00</b>	<b>358,094.00</b>	<b>366,643.00</b>	<b>367,583.00</b>	<b>2.32%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,493,719.35</b>	<b>1,547,292.00</b>	<b>1,587,892.00</b>	<b>1,583,897.00</b>	<b>1,618,271.00</b>	<b>1,625,482.00</b>	<b>2.37%</b>

### Programs & Services:

The J. V. Fletcher Library provides programs and services 314 days per year in the following broad categories as a state-certified library offering services to all residents of the Commonwealth:

- Youth Services
- Collection Development
- Pre-school & ESL Literacy
- Readers' Advisory & Assistance
- Public Relations
- Reference, Information & ILL Services
- Historic Collection Preservation
- Formal & Life-Long education support
- Early Literacy and Cultural Programs
- Administration/Management/Governance
- Technical Services [processing materials]
- Circulation Services
- Commons/Meeting/Study Space
- Technology Assistance & Instruction
- Building & Grounds Maintenance

**Personnel:**

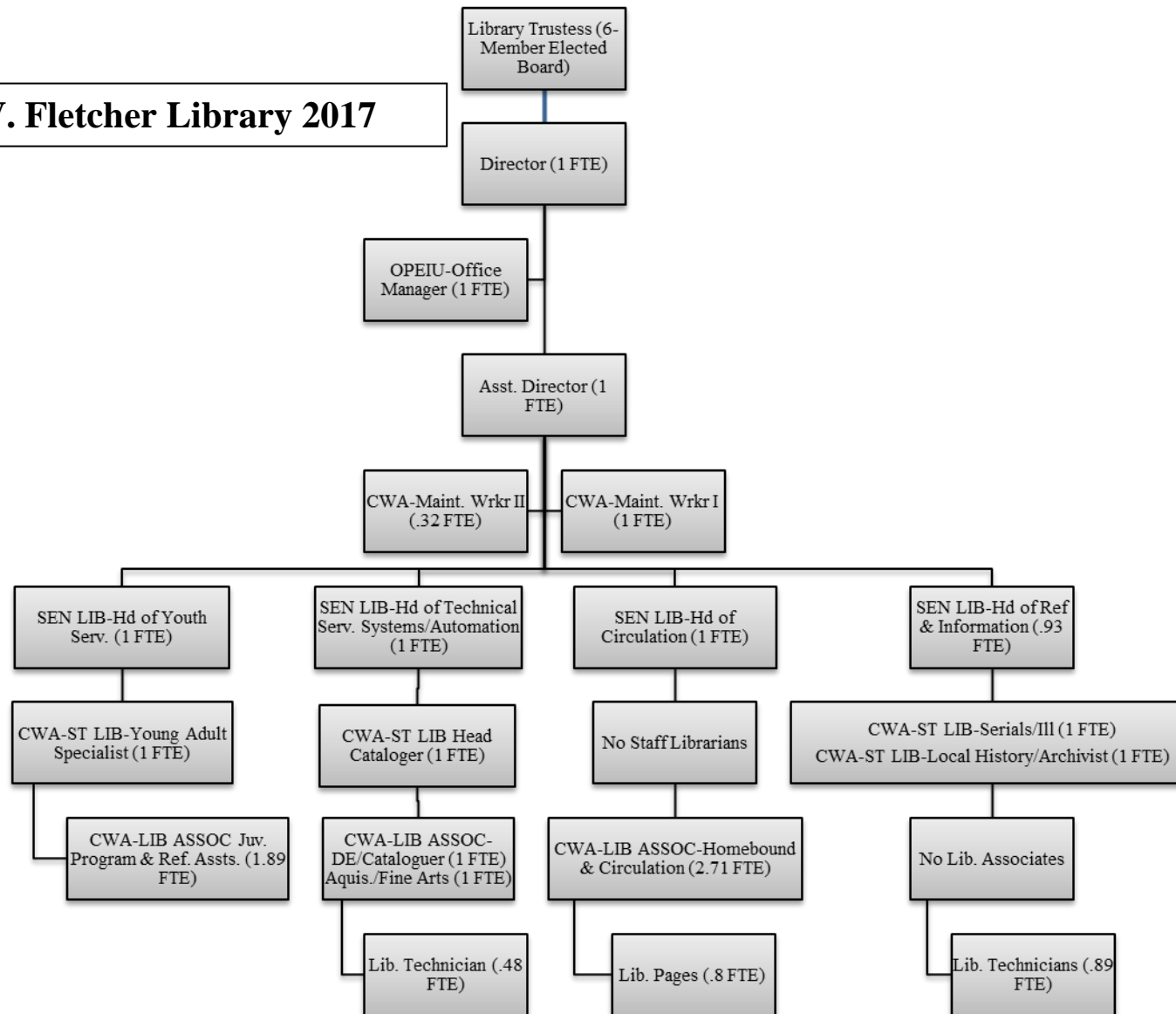
<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Library Director	1.0	EXEM	99,412.00	2,500.00	101,912.00
Asst. Library Director	1.0	EXEM	73,065.00	1,000.00	74,065.00
Office Manager	1.0	OPEIU	59,979.00	850.00	60,829.00
Maintenance Worker II	0.3	CWA	13,844.00	176.00	14,020.00
Maintenance Worker I	1.0	CWA	47,000.00	850.00	47,850.00
Maintenance Coverage			1,223.00		1,223.00
Snow Removal			2,702.00		2,702.00
Senior Librarian	3.9	EXEM	254,974.00	3,433.00	258,407.00
Staff Lib. & Lib. Assoc.	10.8	CWA	533,174.00	10,873.00	544,047.00
Librarian Technician	1.4	CWA	47,090.00	187.00	47,277.00
Substitute Coverage			41,285.00		41,285.00
Other Support Staff - Sundays			12,493.00		12,493.00
Building Supervisor Stipend		CWA	250.00		250.00
MLS Stipends			3,000.00		3,000.00
Pages	0.8		16,443.00		16,443.00
<b>Total Personal Services</b>	<b>21.2</b>		<b>1,205,934.00</b>	<b>19,869.00</b>	<b>1,225,803.00</b>

**Other Metrics:**

<b>Activity</b>	<b>Measure of Quantity/Quality</b>	<b>Activity</b>	<b>Measure of Quantity/Quality</b>
Annual Hours of Service	2,737	Library Programs	401
Circulation	361,120	Program Attendance	15,261
Door Count Annually	261,320	Meeting Room Bookings	1,854
Information Questions	96,824	Inter-Library Loans	79,497
Summer Reading Registrants	2,497	Database, Electronic & Web Sessions & Searches	209,305
Holdings	148,081	Volunteers	31

Please note that circulation for FY15 was our highest ever at 5.87% higher than FY14. FY16 opened with over 38,500 items circulating in July 2015, and the news that Westford was the only MVLC library member to see an increase in circulation.

# J.V. Fletcher Library 2017



**630 Recreation****Mission Statement:**

The mission of the Recreation Department is to ensure the smooth, efficient, and effective operation, management and administration of the overall workings of the departments' three divisions: Parks and Grounds, Recreation Services and Programs, and Cemetery Operations. To ensure all department operations are appropriate, cost-effective, and of the highest quality.

**Goals:**

- To present the Recreation Master Plan to the Town
- To work with various committees and Town Manager for department/office location
- To continue to manage the three divisions and be responsive to the needs of the community

**Description of Changes:**

The Recreation 630 budget supports the administration and management personnel for the operation of the three divisions within the department. Personal Services and Expenses are shared within each division.

Personal Services: Personal Services are apportioned within the three department divisions such that the bottom line for the Recreation 630 is zero. The slight budget is a decrease due to the retirement and replacement with a new employee at a lower rate and a savings in longevity. Union contracts expire June 30, 2016 and personal services are based on FY'16 rates.

Expenses: Expenses are apportioned within the three department divisions such that the bottom line for the 630 budget is zero. There is a slight increase in electricity based on the formula in the utility worksheet and increase use of buildings.

**Programs & Services:**

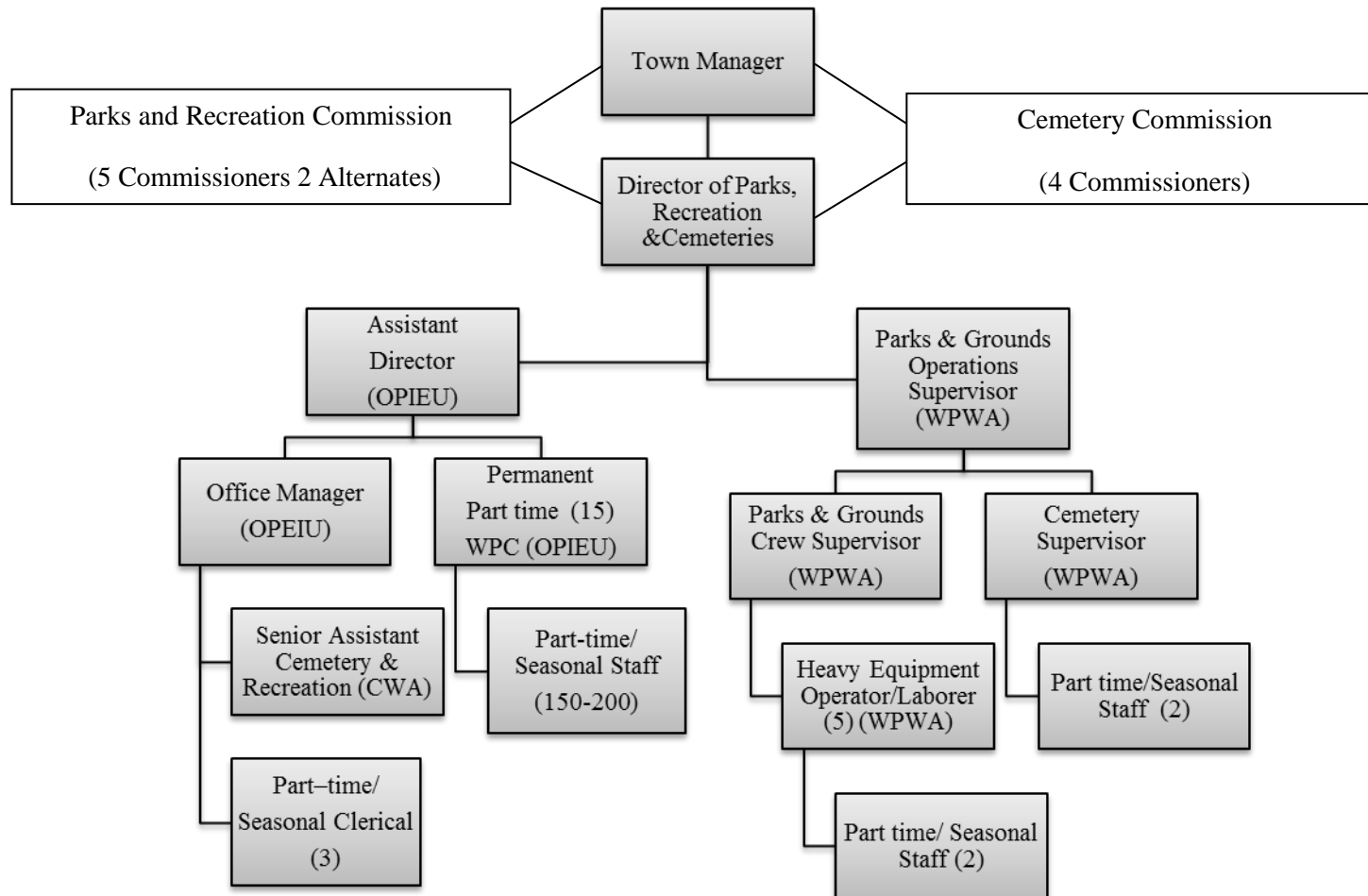
The department processes payroll, expenses, program registrations, permits, and collection of fees. Staff communicates on a daily basis with residents, staff, vendors, and other town departments. The department coordinates the functions of all three divisions and communicates on a regular basis with each division.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	93,680.21	97,944.00	97,944.00	97,944.00	97,944.00	97,944.00	0.00%
ASSISTANT DIRECTOR	81,353.21	82,980.00	82,980.00	82,980.00	82,980.00	82,980.00	0.00%
OFFICE MANAGER	58,794.21	60,209.00	57,622.00	57,622.00	59,980.00	59,980.00	0.00%
LONGEVITY	2,700.00	2,950.00	2,100.00	2,100.00	2,100.00	2,100.00	-28.81%
SHARED COSTS - SEE DEPT. 650	(77,055.00)	(80,964.00)	(81,470.00)	(81,470.00)	(82,059.00)	(82,059.00)	0.62%
SHARED COSTS - SEE DEPT. 491	(14,053.00)	(14,404.00)	(14,692.00)	(14,692.00)	(14,692.00)	(14,692.00)	2.00%
SHARED COSTS - SEE ENTERPRISE FD 630	(137,823.63)	(146,794.00)	(144,484.00)	(144,484.00)	(146,253.00)	(146,253.00)	-1.57%
<b>CATEGORY TOTAL</b>	<b>7,596.00</b>	<b>1,921.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>
<b>EXPENSES</b>							
ELECTRICITY	-	2,620.00	2,900.00	2,900.00	3,000.00	3,000.00	10.69%
HEATING FUEL	265.00	5,000.00	5,000.00	5,000.00	5,500.00	5,500.00	0.00%
WATER	-	400.00	500.00	500.00	500.00	500.00	25.00%
OFFICE SUPPLIES	-	200.00	200.00	200.00	200.00	200.00	0.00%
TRAVEL - MILEAGE	-	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.00%
MEETINGS & CONFERENCES	40.00	250.00	250.00	250.00	250.00	250.00	0.00%
DUES AND MEMBERSHIPS	(305.00)	295.00	300.00	300.00	300.00	300.00	1.69%
SHARED COSTS - SEE ENTERPRISE FD 630	-	(12,365.00)	(12,750.00)	(12,750.00)	(13,350.00)	(13,350.00)	3.11%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DEPARTMENT TOTAL</b>	<b>7,596.00</b>	<b>1,921.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>

**Personnel:** Includes total salaries and allocation in Recreation Enterprise. Director, Assistant Director, and Secretary.

Position	FTE	Unit	Salary	Longevity	491 Cemetery	650 Parks & Grounds	630 Recreation Enterprise
Director	1.0	EXEM	97,944.00	1,000.00	15%	60%	25%
Asst. Director	1.0	OPEIU	82,980.00	1,100.00		10%	90%
Office Manager	1.0	OPEIU	57,622.00	-		25%	75%
<b>Total Personal Services</b>	<b>3.0</b>		<b>238,546.00</b>	<b>2,100.00</b>			



**Parks & Grounds, Recreation & Cemetery 2017**

**650 Parks & Grounds****Mission Statement:**

The mission of the Parks and Grounds Department is to ensure all parks and grounds maintenance services are appropriate, cost-effective, and of the highest quality. To preserve and enhance Westford's active and passive recreation areas including recreation playing fields (American Legion, Cameron, Captain Stephen Hamilton, Frost, Greystone, Jack Walsh, VFW/Forge, and Community Fields at Nutting Road) municipal grounds (Town Common, Triangle, Town Hall, Police, Fire, Library grounds, Roudenbush @ Nabnasset, Bruce Freeman Trail, Edwards & Forge Beaches) town monuments, playgrounds (Parker Village, Ronan McElligott, St. Onge, Culver, Westford Community), skate park, sand volleyball court, tennis, and basketball courts. The Parks and Grounds Department assists other town departments and volunteer organizations with various events and activities.

**Goals:**

- To meet with sports organizations on current and future needs.
- To calculate true costs of maintaining properties.

**Description of Changes:**

The Parks & Grounds Department is a division within the Parks, Recreation, and Cemetery Department. Parks and Grounds have taken on the care of additional properties with additional personnel. The Parks employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets; 58%, 30.2 weeks in Parks; 42%, 22 weeks in Highway. Repairs to vehicles used for both parks and highway related events are also shared. The Parks and Grounds Budget is partially funded with an allocation from the Field Maintenance Revolving Account (\$15,000).

- Personal Services: The decrease in the Heavy Equipment Operator line item is due to a retirement and hiring freeze memo from the Town Manager. There is a comparable decrease in longevity due to the retirement.
- Expenses: A reduction of \$3,310 per memo from Town Manager for balancing the overall FY17 budgets.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	56,209.00	57,614.00	58,766.00	58,766.00	58,766.00	58,766.00	2.00%
ASSISTANT DIRECTOR	7,819.00	8,298.00	8,298.00	8,298.00	8,298.00	8,298.00	0.00%
OFFICE MANAGER	-	15,052.00	14,406.00	14,406.00	14,995.00	14,995.00	-4.29%
CREW SUPERVISOR	33,546.17	34,450.00	34,223.00	34,223.00	34,223.00	34,223.00	-0.66%
PARKS OPERATIONS SUPERVISOR	36,469.61	37,441.00	37,195.00	37,195.00	37,195.00	37,195.00	-0.66%
HEAVY EQUIPMENT OPERATOR	117,300.00	179,774.00	180,476.00	149,055.00	182,336.00	184,365.00	-17.09%
OVERTIME	3,313.29	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
LONGEVITY	3,500.00	3,500.00	3,500.00	3,000.00	3,750.00	4,125.00	-14.29%
<b>CATEGORY TOTAL</b>	<b>258,157.07</b>	<b>337,129.00</b>	<b>337,864.00</b>	<b>305,943.00</b>	<b>340,563.00</b>	<b>342,967.00</b>	<b>-9.25%</b>
<b>EXPENSES</b>							
ELECTRICITY	1,364.00	1,310.00	1,450.00	1,450.00	1,500.00	1,500.00	10.69%
HEATING FUEL	2,500.00	2,500.00	2,500.00	2,500.00	2,750.00	2,750.00	0.00%
WATER	325.00	200.00	250.00	250.00	250.00	250.00	25.00%
GROUNDS MAINTENANCE	24,992.47	18,000.00	19,000.00	19,000.00	19,000.00	19,000.00	5.56%
EQUIPMENT MAINTENANCE	2,023.20	4,100.00	4,200.00	3,000.00	4,200.00	4,200.00	-26.83%
VEHICLE MAINTENANCE	2,012.09	7,200.00	7,200.00	5,000.00	7,200.00	7,200.00	-30.56%
GASOLINE	5,200.00	5,400.00	6,400.00	5,500.00	6,500.00	6,500.00	1.85%
OFFICE SUPPLIES	100.00	100.00	100.00	100.00	100.00	100.00	0.00%
TOWN COMMON EXPENSE	3,372.53	4,800.00	3,500.00	3,500.00	3,500.00	3,500.00	-27.08%
MONUMENT MAINT SERVICES	633.54	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEETING & CONFERENCES		200.00	200.00	200.00	200.00	200.00	0.00%
DUES AND MEMBERSHIPS	325.00	125.00	125.00	125.00	125.00	125.00	0.00%
<b>CATEGORY TOTAL</b>	<b>44,647.83</b>	<b>46,735.00</b>	<b>47,725.00</b>	<b>43,425.00</b>	<b>48,125.00</b>	<b>48,125.00</b>	<b>-7.08%</b>
Note-15,000 to be appropriated from Field Maintenance 53 E 1/2 Revolving							
<b>DEPARTMENT TOTAL</b>	<b>302,804.90</b>	<b>383,864.00</b>	<b>385,589.00</b>	<b>349,368.00</b>	<b>388,688.00</b>	<b>391,092.00</b>	<b>-8.99%</b>

**Programs & Services:**

The Parks & Grounds employees maintain parks and recreation areas as well as other town properties. In addition to mowing, seeding, deep tine aerating, maintaining irrigation systems, weed and pest control the crew prepares fields for game play. The department prepared the gardens for the Community gardens and prepared it for the winter. Work at Stony Brook Conservation Land included setting and removing docks, winterizing the water system, assisting with boarding up of buildings, moving of bunk beds, mowing small grass areas. The Town Common has large events and the weekly Farmer's Market requiring additional maintenance to the grass and planting areas. Flags are hung along Main Street and North Main Street for Memorial Day through July 4<sup>th</sup> and Veterans Day through December 7<sup>th</sup>. Holiday lights are set up for the annual Holiday lighting on the Town Common. A major clean-up along the Bruce Freeman Rail Trail occurs in the spring and fall. The Trail Stewards are a valuable and welcomed group that cleans up on a regular basis items left along the trail.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director	0.6	EXEM	58,766.00		58,766.00
Asst. Director	0.1	OPEIU	8,298.00		8,298.00
Office Manager	0.2	OPEIU	14,406.00		14,406.00
Crew Supervisor	0.6	WPWA	34,223.00	1,000.00	35,223.00
Parkers/Operations Supervisor	0.6	WPWA	37,195.00	1,000.00	38,195.00
Heavy Equipment Operator	3.5	WPWA	149,055.00	1,000.00	150,055.00
Overtime			1,000.00		1,000.00
<b>Total Personal Services</b>	<b>5.6</b>		<b>302,943.00</b>	<b>3,000.00</b>	<b>305,943.00</b>

The personnel shared by Parks & Grounds and Cemetery with Highway are split as follows:

- 30.2 weeks or 58% in 650 Parks & Grounds & 491 Cemetery
- 22 weeks or 42% in the Highway Budget

For organizational chart of Parks, Recreation, and Cemetery Department see budget 630 Recreation.

**660 Land Management**

**Mission Statement:** The Land Management budget supports components of the Conservation Commission's mission including managing land for the protection of the natural resources and watersheds of the town. Over 2000 acres of town land are in the care and custody of the Commission. The Commission is also responsible for overseeing compliance with restrictions on over 1,700 acres of land.



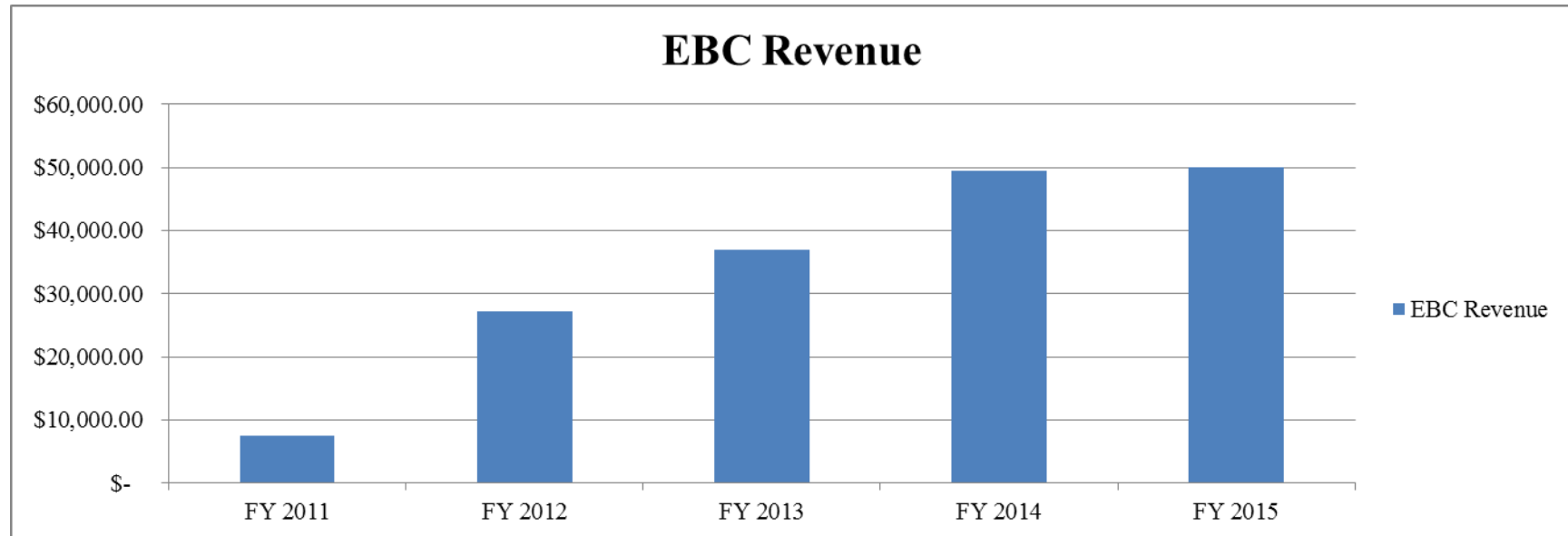
	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	2,710.55	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
NATURAL GAS	1,046.89	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
WATER	3,808.46	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
BUILDING MAINTENANCE	4,429.70	8,000.00	8,000.00	7,000.00	8,000.00	8,000.00	-12.50%
GROUPS MAINTENANCE	5,204.40	6,500.00	8,300.00	3,500.00	4,800.00	4,800.00	-46.15%
CARETAKER SERVICES	24,000.00	10,000.00	15,000.00	18,500.00	18,500.00	18,500.00	85.00%
OTHER DEPARTMENTAL EXPENSES		-	-	-	-	-	
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>41,200.00</b>	<b>33,000.00</b>	<b>39,800.00</b>	<b>37,500.00</b>	<b>39,800.00</b>	<b>39,800.00</b>	<b>13.64%</b>
<b>DEPARTMENT TOTAL</b>	<b>41,200.00</b>	<b>33,000.00</b>	<b>39,800.00</b>	<b>37,500.00</b>	<b>39,800.00</b>	<b>39,800.00</b>	<b>13.64%</b>

**Description of Changes:**

The electricity is increased in anticipation of higher costs associated with the new Bathhouse at the East Boston Camps (EBC) on the Stony Brook Conservation land. The Conservation Commission issued an RFP for Facility Coordinator services in fall of 2015 to replace long time caretaker George Fletcher who retired from those duties in June 2015. For the Hill Orchard facility, the Town has entered into a three-year management agreement in FY 15 with Dave Dumaresq (also known as "Farmer Dave") to maintain the Hill Orchard off Hunt Road. Annual payments to him are reflected in the Grounds Maintenance budget. The Contracted Services budget has been increased to cover the "Facility Coordinator" at the EBC at Stony Brook Conservation Lands.

**Programs & Services:**

The Director of Land Use Management and the Conservation / Resource Planner are responsible to carry out the management under this program. The most time and effort goes to the EBC property which is used by school programs, park and recreation programs and a private day camp as well as numerous walkers on a daily basis. Camp facilities such as cabins are available to rent by private groups and the EBC has become a sought after venue for weddings, birthdays and live action role playing groups. In addition to contracted services of the EBC Facility Coordinator, there is extensive coordination with other departments, especially Parks and Recreation, Highway, Town Engineer and Facilities management staff from the Town and occasionally from the School Department as well. The EBC Facility Coordinator services are an important component of the town's management of the East Boston Camps property and buildings, and related expenses.



**670 Historical Commission****Commission Charter:**

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archaeological assets of the town. It may research places of historic or archaeological value and coordinate the activities of unofficial bodies organized for similar purposes. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the selectmen and to the Massachusetts Historical Commission that any such place be certified as an historical or archaeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	2,670.99	2,700.00	2,835.00	2,835.00	2,977.00	2,977.00	5.00%
HEATING FUEL	4,703.72	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
WATER	224.22	500.00	500.00	500.00	500.00	500.00	0.00%
SEWER / SEPTIC	-	250.00	250.00	250.00	250.00	250.00	0.00%
BUILDING MAINTENANCE	931.24	4,150.00	4,150.00	4,150.00	9,150.00	9,150.00	0.00%
GROUNDS MAINTENANCE	-	300.00	300.00	300.00	300.00	300.00	0.00%
EQUIPMENT MAINTENANCE	354.65	400.00	420.00	420.00	441.00	441.00	5.00%
SIGNAGE	247.20	250.00	263.00	263.00	250.00	250.00	5.20%
SECURITY SYSTEM SERVICES	876.50	850.00	880.00	880.00	4,000.00	4,000.00	3.53%
CONTRACTED SERVICES	6,139.18	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
ENCUMBRANCES	3,070.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>19,217.70</b>	<b>23,900.00</b>	<b>24,098.00</b>	<b>24,098.00</b>	<b>32,368.00</b>	<b>32,368.00</b>	<b>0.83%</b>
<b>DEPARTMENT TOTAL</b>	<b>19,217.70</b>	<b>23,900.00</b>	<b>24,098.00</b>	<b>24,098.00</b>	<b>32,368.00</b>	<b>32,368.00</b>	<b>0.83%</b>

**Description of Changes:** The FY16 Historical Commission budget reflects a 0.83% overall increase. One of the goals is to address the building maintenance needs of the cottage located at 4 Boston Rd.

**Programs & Services:** The purpose of the budget is to fulfill the Commissions responsibility to maintain the museum and cottage buildings and provide funding for ongoing historic projects such as scenic bylaws, demolition delay reviews, and various preservation projects.

## Debt Service

## 710 Debt Service

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>LONG TERM DEBT EXEMPT</b>	<b>5,921,423.75</b>	<b>5,902,545.00</b>	<b>5,734,507.50</b>	<b>5,734,508.00</b>	<b>6,458,020.00</b>	<b>6,307,920.00</b>	<b>-2.85%</b>
HIGHWAY GARAGE A&E 040103							
PRINCIPAL LONG TERM DEBT	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	-	0.00%
INTEREST LONG TERM DEBT	8,000.00	6,000.00	4,000.00	4,000.00	2,000.00	-	-33.33%
HIGHWAY GARAGE CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	605,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	135,253.75	-	-	-	-	-	
HIGHWAY GARAGE CONSTRUCTION REFUNDING							
PRINCIPAL LONG TERM DEBT		622,800.00	530,000.00	530,000.00	525,000.00	515,000.00	-14.90%
INTEREST LONG TERM DEBT		-	77,100.00	77,100.00	61,200.00	50,700.00	
ELEMENTARY SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	1,095,000.00	1,140,000.00	1,195,000.00	1,195,000.00	1,250,000.00	1,305,000.00	4.82%
INTEREST LONG TERM DEBT	526,837.50	483,038.00	437,437.50	437,438.00	389,637.50	339,637.50	-9.44%
MIDDLE SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	1,040,000.00	1,090,000.00	1,140,000.00	1,140,000.00	1,190,000.00	1,245,000.00	4.59%
INTEREST LONG TERM DEBT	501,907.50	460,307.00	416,707.50	416,708.00	371,107.50	323,507.50	-9.47%
HIGHWAY GARAGE CONST 2 061506							
PRINCIPAL LONG TERM DEBT	80,000.00	80,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	4,000.00	1,600.00	-	-	-	-	-100.00%
ACADEMY REFUNDING 1							
PRINCIPAL LONG TERM DEBT	1,235,000.00	1,395,000.00	1,375,000.00	1,375,000.00	1,350,000.00	1,320,000.00	-1.43%
INTEREST LONG TERM DEBT	332,825.00	271,700.00	213,162.50	213,162.00	158,600.00	104,600.00	-21.55%



	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
SENIOR CENTER CONSTRUCTION 11-09							
PRINCIPAL LONG TERM DEBT	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.00%
INTEREST LONG TERM DEBT	107,600.00	102,100.00	96,100.00	96,100.00	90,100.00	84,100.00	-5.88%
CENTER FIRE STATION 03-15							
PRINCIPAL LONG TERM DEBT	-	-	-	-	820,375.00	820,375.00	
INTEREST LONG TERM DEBT	-	-	-	-	-	-	

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>LONG TERM DEBT NON-EXEMPT</b>	<b>830,582.49</b>	<b>639,877.00</b>	<b>954,458.16</b>	<b>954,459.00</b>	<b>1,063,571.89</b>	<b>961,817.84</b>	<b>49.16%</b>
TITLE V							
PRINCIPAL LONG TERM DEBT	4,087.00	4,014.00	4,014.00	4,014.00	4,014.00	4,014.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
SEWER EXTENSION 061506							
PRINCIPAL LONG TERM DEBT	100,000.00	100,000.00	95,000.00	95,000.00	95,000.00	90,000.00	-5.00%
INTEREST LONG TERM DEBT	10,600.00	7,600.00	5,600.00	5,600.00	3,700.00	1,800.00	-26.32%
GROTON ROAD WATER MAIN 061506							
PRINCIPAL LONG TERM DEBT	9,883.92	10,080.00	10,280.79	10,281.00	10,484.73	10,693.65	1.99%
INTEREST LONG TERM DEBT	4,168.85	3,653.00	3,449.79	3,450.00	3,242.13	3,030.34	-5.56%
ADMINISTRATIVE FEE	-	274.00	258.73	259.00	243.16	227.28	-5.47%
MODULAR CLASSROOMS REFUNDING 1							
PRINCIPAL LONG TERM DEBT	190,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	4,940.00	-	-	-	-	-	
TOWN HALL CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	74,500.00	71,600.00	71,600.00	71,600.00	71,600.00	71,600.00	0.00%
INTEREST LONG TERM DEBT	39,742.92	37,881.00	35,732.42	35,732.00	33,226.42	29,646.42	-5.67%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	33,493.56	34,169.00	34,858.60	34,859.00	35,561.63	36,278.61	2.02%
INTEREST LONG TERM DEBT	13,089.53	12,413.00	11,722.63	11,723.00	11,018.43	10,300.03	-5.56%
ADMINISTRATIVE FEE	-	931.00	879.20	879.00	826.39	772.51	-5.59%
ABBOT ELEVATOR							
PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
INTEREST LONG TERM DEBT	8,550.00	7,200.00	6,300.00	6,300.00	5,400.00	4,500.00	-12.50%

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWEEPER)							
PRINCIPAL LONG TERM DEBT	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	20,000.00	0.00%
INTEREST LONG TERM DEBT	7,000.00	5,200.00	4,000.00	4,000.00	2,800.00	1,600.00	-23.08%
DEPARTMENTAL EQUIPMENT - AMBULANCE							
PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	-	0.00%
INTEREST LONG TERM DEBT	4,050.00	2,700.00	1,800.00	1,800.00	900.00	-	-33.33%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER							
PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
INTEREST LONG TERM DEBT	1,700.00	1,400.00	1,200.00	1,200.00	1,000.00	800.00	-14.29%
FIRE TRUCK - 544,000							
PRINCIPAL LONG TERM DEBT	54,000.00	65,350.00	55,000.00	55,000.00	55,000.00	55,000.00	-15.84%
INTEREST LONG TERM DEBT	3,302.00	-	9,250.00	9,250.00	7,600.00	6,500.00	
WA BLEACHERS - 550,000							
PRINCIPAL LONG TERM DEBT	55,000.00	65,450.00	55,000.00	55,000.00	55,000.00	55,000.00	-15.97%
INTEREST LONG TERM DEBT	3,336.67	-	9,350.00	9,350.00	7,700.00	6,600.00	
1ST ROBINSON BOILER & 2ND ABBOT BOILER							
PRINCIPAL LONG TERM DEBT	13,334.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
INTEREST LONG TERM DEBT	673.02	1,800.00	1,400.00	1,400.00	800.00	400.00	-22.22%
1ST ROBINSON BOILER - 90,000							
PRINCIPAL LONG TERM DEBT	13,150.00	-	-	-	-	-	
INTEREST LONG TERM DEBT		-	-	-	-	-	
DESIGN & ENGINEERING: HIGHWAY - 600,000							
PRINCIPAL LONG TERM DEBT	-	-	138,125.00	138,125.00	138,125.00	138,125.00	
INTEREST LONG TERM DEBT		-	-	-	-	-	

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792							
PRINCIPAL LONG TERM DEBT	20,792.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
INTEREST LONG TERM DEBT	1,189.02	3,700.00	3,300.00	3,300.00	2,700.00	2,300.00	
MSBA DAY & ROBINSON WINDOWS	-	-	-	-	-	-	0.00%
PRINCIPAL LONG TERM DEBT		4,462.00	196,337.00	196,337.00	196,337.00	196,337.00	4300.20%
INTEREST LONG TERM DEBT		-	-	-	-	-	0.00%
DISPATCH CENTER							
PRINCIPAL LONG TERM DEBT	-	-	-	-	121,293.00	121,293.00	
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
<b>LONG &amp; SHORT TERM DEBT</b>	<b>872,022.08</b>	<b>870,610.00</b>	<b>869,528.00</b>	<b>869,528.00</b>	<b>866,574.00</b>	<b>834,704.00</b>	<b>-0.12%</b>
<b>COMMUNITY PRESERVATION FUND</b>	-	-	-	-	-	-	
EAST BOSTON CAMPS LAND PURCHASE							
PRINCIPAL LONG TERM DEBT	655,000.00	680,000.00	705,000.00	705,000.00	730,000.00	730,000.00	3.68%
INTEREST LONG TERM DEBT	131,890.00	108,965.00	84,485.00	84,485.00	58,400.00	29,200.00	-22.47%
TOWN HALL CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	55,500.00	53,400.00	53,400.00	53,400.00	53,400.00	53,400.00	0.00%
INTEREST LONG TERM DEBT	29,632.08	28,245.00	26,643.00	26,643.00	24,774.00	22,104.00	-5.67%
INTEREST SHORT TERM DEBT	-	-	-	-	-	-	

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>LONG TERM DEBT WATER</b> (BUDGETED IN WATER DEPT)	<b>966,202.24</b>	<b>1,129,298.00</b>	<b>1,120,040.00</b>	<b>1,120,040.00</b>	<b>1,160,189.00</b>	<b>1,220,875.00</b>	<b>-0.82%</b>
FILTRATION PLANTS WPAT LOAN 1 072601							
PRINCIPAL LONG TERM DEBT	90,430.64	92,979.00	95,462.00	95,462.00	97,415.00	98,817.00	2.67%
INTEREST LONG TERM DEBT	13,646.85	11,523.00	9,315.00	9,315.00	7,021.00	4,643.00	-19.16%
MWPAT FEES	1,470.00	1,283.00	1,088.00	1,088.00	885.00	675.00	-15.20%
FILTRATION PLANTS WPAT LOAN 2 112602							
PRINCIPAL LONG TERM DEBT	419,423.60	434,679.00	443,566.00	443,566.00	459,516.00	485,395.00	2.04%
INTEREST LONG TERM DEBT	88,108.94	78,247.00	68,368.00	68,368.00	57,848.00	46,925.00	-12.63%
MWPAT FEES	8,730.00	7,826.00	6,889.00	6,889.00	5,921.00	4,920.00	-11.97%
STEPINSKI LAND ACQUISITION 091608							
PRINCIPAL LONG TERM DEBT	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	0.00%
INTEREST LONG TERM DEBT	11,703.75	10,371.00	8,988.00	8,988.00	7,553.00	6,117.00	-13.34%
BYRNE AVE LINE REPL 091608							
PRINCIPAL LONG TERM DEBT	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%
INTEREST LONG TERM DEBT	9,827.50	8,723.00	7,575.00	7,575.00	6,385.00	5,195.00	-13.16%
COUNTRY ROAD II WELL & PUMP HOUSE							
PRINCIPAL LONG TERM DEBT	35,000.00	100,000.00	100,000.00	100,000.00	100,000.00	-	0.00%
INTEREST LONG TERM DEBT	10,710.00	9,800.00	6,800.00	6,800.00	4,000.00	-	-30.61%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	3,199.10	3,264.00	3,329.00	3,329.00	3,397.00	3,465.00	1.99%
INTEREST LONG TERM DEBT	1,250.23	1,186.00	1,120.00	1,120.00	1,052.00	984.00	-5.56%
PERCHLORATE REMEDIATION WPAT CONTRACT 2							
PRINCIPAL LONG TERM DEBT	45,345.09	46,260.00	47,193.00	47,193.00	48,145.00	49,116.00	2.02%
INTEREST LONG TERM DEBT	17,721.19	16,805.00	15,871.00	15,871.00	14,917.00	13,945.00	-5.56%

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>LONG TERM DEBT WATER</b> (BUDGETED IN WATER DEPT)	<b>966,202.24</b>	<b>1,129,298.00</b>	<b>1,120,040.00</b>	<b>1,120,040.00</b>	<b>1,160,189.00</b>	<b>1,220,875.00</b>	<b>-0.82%</b>
MWPAT FEES	1,422.85	1,349.00	1,274.00	1,274.00	1,198.00	1,120.00	-5.56%
GRANITEVILLE UPGRADE MAIN							
PRINCIPAL LONG TERM DEBT	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%
INTEREST LONG TERM DEBT	35,237.50	33,438.00	32,137.00	32,137.00	30,838.00	29,537.00	-3.89%
RTE 110 UPGRADE MAIN							
PRINCIPAL LONG TERM DEBT	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
INTEREST LONG TERM DEBT	12,975.00	12,225.00	11,725.00	11,725.00	11,225.00	10,725.00	-4.09%
<b>DEBT BORROWED NOT BUDGETED</b>	<b>-</b>	<b>94,340.00</b>	<b>94,340.00</b>	<b>94,340.00</b>	<b>137,873.00</b>	<b>294,296.00</b>	<b>0.00%</b>
GRANITEVILLE/MAIN/PLEASANT ST. MAINS							
PRINCIPAL LONG TERM DEBT	-	94,340.00	94,340.00	94,340.00	92,273.00	90,206.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
PROSPECT HILL/SLUDGE STORAGE TEMP INT.							
PRINCIPAL LONG TERM DEBT	-	-	-	-	36,000.00	121,250.00	
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
ROUTE 40 @ DUNSTABLE ROAD							
PRINCIPAL LONG TERM DEBT	-	-	-	-	9,600.00	39,000.00	
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
NABNASSET AREA WATER SYSTEM IMPROVEMENTS							
PRINCIPAL LONG TERM DEBT	-	-	-	-	-	43,840.00	
INTEREST LONG TERM DEBT	-	-	-	-	-	-	

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>SHORT TERM DEBT</b>	<b>13,567.37</b>	<b>20,000.00</b>	<b>40,000.00</b>	<b>45,000.00</b>	<b>40,000.00</b>	<b>40,000.00</b>	<b>125.00%</b>
INTEREST SHORT TERM DEBT	3,358.78	20,000.00	40,000.00	45,000.00	40,000.00	40,000.00	125.00%
MISCELLANEOUS INTEREST	10,208.59	-	-	-	-	-	
BOND ISSUANCE COSTS		-	-	-	-	-	
<b>SUMMARY</b>							
<b>TOTAL EXEMPTED DEBT(G/F)</b>	<b>5,921,423.75</b>	<b>5,902,545.00</b>	<b>5,734,507.50</b>	<b>5,734,508.00</b>	<b>6,458,020.00</b>	<b>6,307,920.00</b>	<b>-2.85%</b>
<b>TOTAL NON EXEMPTED DEBT(G/F)</b>	<b>830,582.49</b>	<b>639,877.00</b>	<b>954,458.16</b>	<b>954,459.00</b>	<b>1,063,571.89</b>	<b>961,817.84</b>	<b>49.16%</b>
<b>TOTAL COMMUNITY PRES FUND</b>	<b>872,022.08</b>	<b>870,610.00</b>	<b>869,528.00</b>	<b>869,528.00</b>	<b>866,574.00</b>	<b>834,704.00</b>	<b>-0.12%</b>
<b>TOTAL WATER DEBT(Water Enterprise)</b>	<b>966,202.24</b>	<b>1,129,298.00</b>	<b>1,120,040.00</b>	<b>1,120,040.00</b>	<b>1,160,189.00</b>	<b>1,220,875.00</b>	<b>-0.82%</b>
<b>TOTAL SHORT TERM DEBT</b>	<b>13,567.37</b>	<b>20,000.00</b>	<b>40,000.00</b>	<b>45,000.00</b>	<b>40,000.00</b>	<b>40,000.00</b>	<b>125.00%</b>
<b>TOTAL APPROPRIATION</b>	<b>8,603,797.93</b>	<b>8,562,330.00</b>	<b>8,718,533.66</b>	<b>8,723,535.00</b>	<b>9,588,354.89</b>	<b>9,365,316.84</b>	<b>1.88%</b>
<b>LESS WATER(BUDGETED IN WATER EN)</b>	<b>(966,202.24)</b>	<b>(1,129,298.00)</b>	<b>(1,120,040.00)</b>	<b>(1,120,040.00)</b>	<b>(1,160,189.00)</b>	<b>(1,220,875.00)</b>	<b>-0.82%</b>
<b>LESS COMMUNITY PRES FUND</b>	<b>(872,022.08)</b>	<b>(870,610.00)</b>	<b>(869,528.00)</b>	<b>(869,528.00)</b>	<b>(866,574.00)</b>	<b>(834,704.00)</b>	<b>-0.12%</b>
<b>APPROPRIATION G/F</b>	<b>6,765,573.61</b>	<b>6,562,422.00</b>	<b>6,728,965.66</b>	<b>6,733,967.00</b>	<b>7,561,591.89</b>	<b>7,309,737.84</b>	<b>2.61%</b>

**Unclassified****940 Otherwise Unclassified**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
WATER DIRECT / INDIRECT COSTS	(386,268.00)	(377,430.00)	(427,000.00)	(399,042.00)	(448,350.00)	(470,768.00)	5.73%
RECREATION DIRECT / INDIRECT COSTS	(246,654.00)	(280,561.00)	(280,561.00)	(292,530.00)	(292,530.00)	(292,530.00)	4.27%
AMBULANCE DIRECT / INDIRECT COSTS	(303,902.00)	(261,781.00)	(261,781.00)	(315,537.00)	(315,537.00)	(315,537.00)	20.53%
<b>CATEGORY TOTAL</b>	<b>(936,824.00)</b>	<b>(919,772.00)</b>	<b>(969,342.00)</b>	<b>(1,007,109.00)</b>	<b>(1,056,417.00)</b>	<b>(1,078,835.00)</b>	<b>9.50%</b>

**Description of Changes:**

The direct and indirect charges have been calculated for the FY17 budget.

**Programs & Services:**

The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided by other town departments such as payroll. These charges are an offset to the 945 Unclassified Budget on the following page.

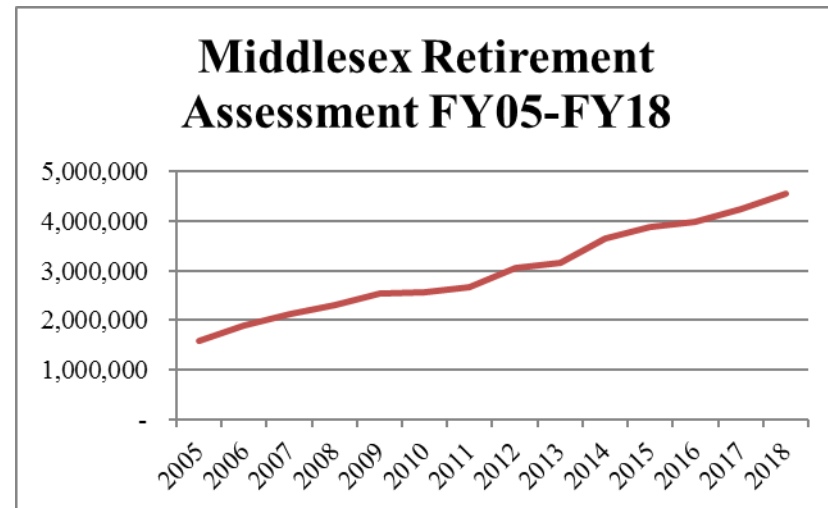


**945 Unclassified**

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
RETIREMENT ASSESSMENT	3,808,963.00	3,993,806.00	4,238,879.00	4,238,879.00	4,552,556.00	4,889,445.00	6.14%
HEALTH INSURANCE	8,186,030.58	9,293,000.00	9,940,000.00	9,697,491.00	10,616,178.00	11,773,473.00	4.35%
MEDICARE PART B PENALTY	12,615.00	14,000.00	14,000.00	13,000.00	14,000.00	14,000.00	-7.14%
LIFE INSURANCE		7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
RETIREE HEALTH ALLOCATION	6,435.91	6,000.00	8,000.00	8,000.00	9,000.00	10,000.00	33.33%
HEALTH INSURANCE MITIGATION FOR P		-	-	-	-	-	
MEDICARE TAX	824,658.67	822,016.00	875,000.00	875,000.00	892,500.00	910,350.00	6.45%
WORKERS COMPENSATION	277,881.06	312,400.00	343,640.00	342,000.00	378,004.00	415,805.00	9.48%
WORKERS COMPENSATION RUNOU	-	40,000.00	40,000.00	20,000.00	40,000.00	40,000.00	-50.00%
UNEMPLOYMENT COMPENSATION	62,161.05	140,000.00	140,000.00	100,000.00	120,000.00	120,000.00	-28.57%
SICK LEAVE/VAC BUY BACK-PR	53,804.09	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
HEALTH RELATED PROGRAMS	18,110.53	-	10,000.00	10,000.00	10,000.00	10,000.00	
COMPREHENSIVE LIABILITY	114,823.08	107,956.00	160,000.00	140,000.00	165,000.00	165,000.00	29.68%
EXCESS UMBRELLA LIABILITY	7,577.26	8,260.00	9,000.00	9,136.00	11,000.00	11,000.00	10.61%
AUTO LIABILITY	69,402.28	66,410.00	71,000.00	88,550.00	73,000.00	73,000.00	33.34%
PUBLIC OFFICIALS LIABILITY	19,576.90	23,840.00	27,000.00	27,500.00	30,000.00	30,000.00	15.35%
EDUCATION LIABILITY	11,901.23	14,681.00	16,000.00	15,000.00	18,000.00	18,000.00	2.17%
POLICE/FIRE LIABILITY	53,457.93	42,661.00	55,000.00	49,000.00	58,000.00	58,000.00	14.86%
GENERAL LIABILITY INSURANCE	52,604.07	45,402.00	53,000.00	53,000.00	56,000.00	56,000.00	16.73%
DEDUCTIBLES	525.00	10,000.00	10,000.00	10,000.00	12,000.00	12,000.00	0.00%
OPEB TRUST EXPENSE	500,000.00	712,425.00	852,278.00	852,278.00	1,100,225.00	1,362,984.00	19.63%
ENCUMBRANCES	65,019.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>14,145,546.64</b>	<b>15,709,857.00</b>	<b>16,919,797.00</b>	<b>16,605,834.00</b>	<b>18,212,463.00</b>	<b>20,026,057.00</b>	<b>5.70%</b>
<b>DEPARTMENT TOTAL</b>	<b>14,145,546.64</b>	<b>15,709,857.00</b>	<b>16,919,797.00</b>	<b>16,605,834.00</b>	<b>18,212,463.00</b>	<b>20,026,057.00</b>	<b>5.70%</b>

**Description of Changes:**

- The budgeted **Middlesex Retirement Assessment** for FY16 is \$4,238,879. This figure was received in January of 2015 and represents a 6.14% increase over the previous fiscal year. The Town also has the assessment for FY18 (\$4,552,556), which is a 7.4% increase from FY17. The graph to the right shows the increase of the assessment since FY05. At this time, the Middlesex Retirement System's debt to equity ratio is less than 50%. Westford is scheduled to fully fund its pension obligation by 2035, at which time there will be a dramatic decrease in the annual assessment and the town will only be responsible for paying the normal costs. Normal costs are defined as "the actuarially determined present value contribution needed to fund benefits which are earned for employee service rendered during the current year." For instance, had the retirement fund been fully funded for FY17, the assessment would be \$1,117,644 as opposed to \$4,238,879. For more information regarding the Middlesex Retirement Pension System, please see the information presented at the June 2013 Strategic Planning Event at: [http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/Retreatdocs/2013spr/FinancePacket/04%20UNDERSTANDING%20RETIREMENT%20COSTS.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePacket/04%20UNDERSTANDING%20RETIREMENT%20COSTS.pdf)
- On November 1, 2013, the town changed **Health Insurance** carriers to Blue Cross Blue Shield after spending the previous two years with Tufts. November 1, 2015 was our second open enrollment with Blue Cross Blue Shield. The active health insurance plans originally received an 8.8% increase; however, the Town worked with the Insurance Advisory Committee to make modest health plan design changes to bring the increase down to 7.83%. The plan design change included increasing co-pays from \$15 to \$20, and increasing co-pays on emergency room visits from \$50 to \$75. The Medicare supplemented plan also received a 7.83% increase. At the March 22, 2014, the town also established a health insurance stabilization fund. With this fund in place, we have lowered our estimated health insurance increase from 12% to 8% each year. The fund is approximately 5% of the health insurance budget, or \$500,000, and is set aside as an emergency fund in case the town earns a higher than predicted increase in health care premium rates; sees a large migration onto the plan (currently only 56% of eligible personnel are on the town's health insurance); or there are more retirements than anticipated. If any of these scenarios occur, we would request a transfer from the health care stabilization fund at a town meeting to supplement the health insurance budget. If a health care supplement is not needed, then the \$500,000 would carry forward to the next fiscal year.



- The **OPEB Trust** (Other Post Employment Benefits besides pensions, such as health and life insurance) contribution is being funded from FY16 at \$852,278. In 2004, the General Accounting Standards Board (GASB) issued Statement 45 that required governmental entities to recognize the cost of OPEB's when they are earned (when the employees are working) rather than when they are paid. At the March 2011 Annual Town Meeting, a motion was passed to establish an irrevocable trust fund. Westford's last actuarial study performed in FY15 showed that Westford had a \$56 million liability.

To date, the town has funded \$2,112,425 towards the OPEB liability, with the Water Enterprise appropriating \$700,000 of that amount to fully fund their obligation. At the March 2016 Annual Town Meeting, we are proposing to fund an additional \$712,425 towards the liability. The OPEB funding plan proposed by the Finance Director originally earmarked a contribution \$852,278 for FY17. This figure was calculated by the Finance Director during an analysis completed in April of 2014 using the rationale that the town fund the normal costs for any employee hired after January 1, 2012. In FY18 and FY19, we have earmarked \$1,100,225,648 and \$1,362,984 respectively to allocate towards the OPEB Trust.

For more information regarding OPEB's, please visit the Town website at the following link:

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/Retreatdocs/2013spr/FinancePacket/10%20OPEB%20Visuals%2006202013.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePacket/10%20OPEB%20Visuals%2006202013.pdf)

**School & Town 945 Expenditures**

Account	FY17 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	4,238,879.00	66.53%	2,820,318	33.47%	1,418,561	FY15 Actual Middlesex Retirement Employee Deduction
HEALTH INSURANCE (BASED ON FY15 ACTUALS)						
ACTIVE	7,817,826.00	29.71%	2,322,630	70.29%	5,495,196	FY15 Nov-June Expenditures with BCBS
RETIREE	1,879,665.00	25.09%	471,585	74.91%	1,408,080	FY15 Nov-June Expenditures with BCBS
LIFE INSURANCE	7,000.00	36.09%	2,526	63.91%	4,474	FY15 Actual Life Insurance Deductions
MEDICARE PART B PENALTY	13,000.00	16.28%	2,116	83.72%	10,884	Based on November 2015 Invoice
RETIREE HEALTH ALLOWANCE	8,000.00	100.00%	8,000			New legislation allows towns to charge Westford for retiree health insurance. Prorated on years of service. Westford also bills other towns.
MEDICARE TAX	875,000.00	27.99%	244,903	72.01%	630,097	FY15 Actual Employer Medicare Tax
WORKERS COMPENSATION	342,000.00	26.28%	89,861	73.72%	252,139	MIIA Property & Casualty Group
WORKERS COMPENSATION RUNOUT	20,000.00	50.00%	10,000	50.00%	10,000	FY15-16 Schedule 1 & 19
UNEMPLOYMENT COMPENSATION	100,000.00	28.91%	28,914	71.09%	71,086	FY15 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000.00	100.00%	50,000			Town only
HEALTH RELATED PROGRAMS	10,000.00	100.00%	10,000			Run by the Board of Health
COMPREHENSIVE LIABILITY	140,000.00	39.30%	55,024	60.70%	84,976	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	9,136.00	77.06%	7,040	22.94%	2,096	MIIA Property & Casualty Group
AUTO LIABILITY	88,550.00	82.59%	73,132	17.41%	15,418	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	27,500.00	100.00%	27,500	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	15,000.00	0.00%	-	100.00%	15,000	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	49,000.00	100.00%	49,000	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	53,000.00	78.01%	41,345	21.99%	11,655	MIIA Property & Casualty Group
DEDUCTIBLES	10,000.00	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	852,278.00	32.89%	280,292	67.11%	571,986	7-1-14 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
<b>TOTAL</b>	<b>16,605,834.00</b>	<b>39.76%</b>	<b>6,601,686</b>	<b>60.24%</b>	<b>10,004,149</b>	

## Community Preservation

### 240 Community Preservation Fund

#### Mission Statement:

The CPC's mission is to work collaboratively with residents, advocates, and local officials to review and prioritize the affordable housing, open space, historical restoration, and recreation needs of the community.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
SUPPORT STAFF	4,075.50	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>4,075.50</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
ADMIN EXPENSES	4,427.35	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>4,427.35</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>0.00%</b>
<b>DEBT SERVICE</b>							
EAST BOSTON CAMPS - PRINCIPAL	655,000.00	680,000.00	705,000.00	705,000.00	730,000.00	730,000.00	3.68%
EAST BOSTON CAMPS - INTEREST	131,890.00	108,965.00	84,485.00	84,485.00	58,400.00	29,200.00	-22.47%
TOWN HALL - PRINCIPAL	55,500.00	53,400.00	53,400.00	53,400.00	53,400.00	53,400.00	0.00%
TOWN HALL - INTEREST	29,632.08	28,245.00	26,643.00	26,643.00	24,774.00	22,104.00	-5.67%
INTEREST ON SHORT TERM DEBT							
<b>CATEGORY TOTAL</b>	<b>872,022.08</b>	<b>870,610.00</b>	<b>869,528.00</b>	<b>869,528.00</b>	<b>866,574.00</b>	<b>834,704.00</b>	<b>-0.12%</b>
<b>DEPARTMENT TOTAL</b>	<b>880,524.93</b>	<b>885,610.00</b>	<b>884,528.00</b>	<b>884,528.00</b>	<b>881,574.00</b>	<b>849,704.00</b>	<b>-0.12%</b>

**Description of Changes:**

The Support Staff and Admin Expenses line items are level funded for FY17. There are currently two CPC projects that have been bonded and the CPC makes annual payments. The first debt payment is for the purchase of East Boston Camps which was approved at the February 2005 Special Town Meeting. The second debt payment is for a portion of the Town Hall rehabilitation project that was approved at the May 2009 Annual Town Meeting.

**Other Metrics:**

<b>Revenue History</b>					
<b>Fiscal Year</b>	<b>Penalties / Interest</b>	<b>Other Taxes - CPA Surcharge</b>	<b>CPA - State Share</b>	<b>Earnings on Investments</b>	<b>Total</b>
2003	1,395.53	927,877.35	815,485.00	32,765.41	1,777,523.29
2004	2,724.99	1,010,454.76	924,436.00	76,600.82	2,014,216.57
2005	1,820.31	1,077,557.22	1,005,454.00	120,934.60	2,205,766.13
2006	1,433.27	1,139,232.16	1,078,627.00	116,414.27	2,335,706.70
2007	1,978.27	1,188,066.11	1,137,231.00	197,197.75	2,524,473.13
2008	2,348.42	1,220,210.29	1,190,322.00	289,460.41	2,702,341.12
2009	2,204.36	1,250,223.28	885,461.00	228,229.44	2,366,118.08
2010	2,527.72	1,284,730.99	485,429.00	175,070.12	1,947,757.83
2011	2,929.67	1,303,521.74	386,547.00	144,429.70	1,837,428.11
2012	2,355.58	1,361,387.74	385,895.00	106,484.46	1,856,122.78
2013	2,488.53	1,407,988.61	402,455.00	41,425.07	1,854,357.21
2014	2,915.23	1,456,660.02	818,612.00	63,390.85	2,341,578.10
2015	3,840.41	1,568,218.57	514,377.00	72,906.91	2,159,342.89
<b>Total</b>	<b>30,962.29</b>	<b>16,196,128.84</b>	<b>10,030,331.00</b>	<b>1,665,309.81</b>	<b>27,922,731.94</b>

## Enterprise

### 600 Water Enterprise

#### Mission Statement:

The goal of the Water Department is to provide dependable and responsive water utility service in a manner that meets State and Federal requirements and the needs of its customers. We are committed to customer service and teamwork consistent with the standards of the Town of Westford. We strive to sustain operations through maximizing efficiency and minimizing operational costs while continuing to meet increased regulation, additional treatment requirements, and rising expectations. The Water Department is focused on supporting the growth of the Town and meeting the increasing demand for safe, reliable water.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
SUPERINTENDENT	95,084.91	99,412.00	99,412.00	99,412.00	99,412.00	99,412.00	0.00%
BUSINESS MANAGER	80,077.40	83,674.00	83,674.00	83,674.00	83,674.00	83,674.00	0.00%
RECORDS SUPERVISOR	63,287.35	64,808.00	64,561.00	64,561.00	64,561.00	64,561.00	-0.38%
ADMIN SECRETARY	52,196.35	53,364.00	53,160.00	53,160.00	53,160.00	53,160.00	-0.38%
DEPARTMENT ASSISTANT	19,104.32	29,978.00	30,803.00	30,803.00	31,696.00	32,651.00	2.75%
TREATMENT MANAGER	64,415.20	77,799.00	77,799.00	77,799.00	77,799.00	77,799.00	0.00%
COMPLIANCE MANAGER	68,919.13	72,055.00	72,055.00	72,055.00	72,055.00	72,055.00	0.00%
LABORER	425,251.15	507,589.00	496,673.00	496,673.00	499,241.00	505,672.00	-2.15%
SEASONAL STAFF	8,320.74	11,472.00	11,472.00	11,472.00	11,472.00	11,750.00	0.00%
SCHEDULED OVERTIME	78,752.89	79,824.00	80,257.00	80,257.00	79,824.00	79,824.00	0.54%
OVERTIME - NON SCHED	32,455.83	43,283.00	42,850.00	42,850.00	43,283.00	43,283.00	-1.00%
STIPENDS / LICENSES	9,800.00	11,200.00	11,325.00	11,325.00	11,325.00	11,800.00	1.12%
LONGEVITY	13,250.00	14,800.00	15,200.00	15,200.00	15,700.00	17,200.00	2.70%
SICK LEAVE / VACATION BUYBACK	1,564.97	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,012,480.24</b>	<b>1,149,258.00</b>	<b>1,139,241.00</b>	<b>1,139,241.00</b>	<b>1,143,202.00</b>	<b>1,152,841.00</b>	<b>-0.87%</b>

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
SPECIAL DETAILS	5,837.07	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%
UNIFORM ALLOWANCES	7,621.43	8,700.00	8,925.00	8,925.00	8,925.00	8,925.00	2.59%
ELECTRICITY	246,178.97	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
HEATING FUEL	30,835.21	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%
BUILDING MAINTENANCE	48,180.38	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%
VEHICLE MAINTENANCE	19,412.38	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
IT MAINTENANCE SUPPORT	13,791.34	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
WATER INFRASTRUCTURE MAINT.	109,001.38	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	0.00%
WELL REPAIRS / IMPROVEMENTS	7,990.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%
LEAK SURVEY SERVICES	3,894.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
LABORATORY SERVICES	22,496.65	35,000.00	30,000.00	30,000.00	30,000.00	30,000.00	-14.29%
LEGAL SERVICES	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
DRUG AND ALCOHOL TESTING	385.00	450.00	450.00	450.00	450.00	450.00	0.00%
TRAINING & DEVELOPMENT	8,077.72	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
ENGINEERING SERVICES	19,308.66	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
CONTRACTED SERVICES	7,405.56	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%
POSTAGE	11,053.35	11,500.00	11,500.00	11,500.00	12,000.00	12,500.00	0.00%
TELEPHONE	13,716.37	12,000.00	15,000.00	15,000.00	15,000.00	15,000.00	25.00%
ADVERTISING - LEGAL	1,555.68	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
TELEMETERING	-	750.00	-	-	-	-	-100.00%
PAGING SERVICES	252.81	250.00	-	-	-	-	-100.00%
CONSUMER AWARENESS	8,774.64	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
GASOLINE	21,781.89	21,037.00	22,000.00	22,000.00	23,000.00	24,000.00	4.58%
OFFICE SUPPLIES	8,292.15	8,000.00	8,000.00	8,000.00	8,300.00	8,300.00	0.00%
HARDWARE SUPPLIES	6,869.80	6,000.00	7,000.00	7,000.00	7,000.00	7,000.00	16.67%
RESURFACE MATERIAL	12,181.92	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
WELL TREATMENT / CHEMICALS	239,352.80	250,000.00	260,000.00	260,000.00	260,000.00	260,000.00	4.00%
PIPE & PIPE SUPPLIES	53,175.72	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	0.00%
METER REPLACEMENT	129,280.12	125,000.00	150,000.00	150,000.00	150,000.00	150,000.00	20.00%
HYDRANT REPLACEMENTS	21,047.94	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
DEP ASSESSMENTS	4,181.35	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
MEETINGS & CONFERENCES	52.41	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
DUES AND MEMBERSHIPS	2,374.00	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	25.00%
OPEB TRUST EXPENSE	700,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
TRANFERS TO OPEB TRUST	(700,000.00)	-	168	-	-	-	



<b>EXPENSES</b>	<b>FISCAL 2015 ACTUAL</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 REQUEST</b>	<b>FISCAL 2017 TMR</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2019 PROJECTED</b>	<b>FISCAL 2017 % INC/DEC</b>
DIRECT/INDIRECT COSTS	386,268.00	377,430.00	427,000.00	379,071.00	448,350.00	470,768.00	0.43%
BOND ISSUANCE COSTS		-	-	-	-	-	
ENCUMBRANCES	568.03	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,477,314.73</b>	<b>1,666,117.00</b>	<b>1,751,375.00</b>	<b>1,703,446.00</b>	<b>1,774,525.00</b>	<b>1,798,443.00</b>	<b>2.24%</b>
<b>RESERVE FUND</b>	<b>FISCAL 2015 ACTUAL</b>	<b>FISCAL 2016 BUDGET</b>	<b>FISCAL 2017 REQUEST</b>	<b>FISCAL 2017 TMR</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2019 PROJECTED</b>	<b>FISCAL 2017 % INC/DEC</b>
EMERGENCY RESERVE FUND	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>0.00%</b>

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PRINCIPAL &amp; INTEREST</b>							
MWPAT FILTRATION 1 - PRINCIPAL	90,430.64	92,979.00	95,462.00	95,462.00	97,415.00	98,817.00	2.67%
MWPAT FILTRATION 1 - INTEREST	13,646.85	11,523.00	9,315.00	9,315.00	7,021.00	4,643.00	-19.16%
MWPAT FEES	1,470.00	1,283.00	1,088.00	1,088.00	885.00	675.00	-15.20%
MWPAT FILTRATION 2 - PRINCIPAL	419,423.60	434,679.00	443,566.00	443,566.00	459,516.00	485,395.00	2.04%
MWPAT FILTRATION 2 - INTEREST	88,108.94	78,247.00	68,368.00	68,368.00	57,848.00	46,925.00	-12.63%
MWPAT FEES	8,730.00	7,826.00	6,889.00	6,889.00	5,921.00	4,920.00	-11.97%
UPGRADE BYRNE AVE MAIN - PRINCIPAL	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%
COUNTRY ROAD II WELL & PUMP HOUSE	35,000.00	100,000.00	100,000.00	100,000.00	100,000.00	-	0.00%
STEPINSKI LAND - PRINCIPAL	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	0.00%
UPGRADE BYRNE AVE MAIN - INTEREST	9,827.50	8,723.00	7,575.00	7,575.00	6,385.00	5,195.00	-13.16%
COUNTRY ROAD II WELL & PUMP HOUSE	10,710.00	9,800.00	6,800.00	6,800.00	4,000.00	-	-30.61%
STEPINSKI LAND - INTEREST	11,703.75	10,371.00	8,988.00	8,988.00	7,553.00	6,117.00	-13.34%
WPAT PERCHLORATE CONTRACT 1 - PRI	3,199.10	3,264.00	3,329.00	3,329.00	3,397.00	3,465.00	1.99%
WPAT PERCHLORATE CONTRACT 2 - PRI	45,345.09	46,260.00	47,193.00	47,193.00	48,145.00	49,116.00	2.02%
WPAT PERCHLORATE CONTRACT 1 - INT	1,250.23	1,186.00	1,120.00	1,120.00	1,052.00	984.00	-5.56%
WPAT PERCHLORATE CONTRACT 2 - INT	17,721.19	16,805.00	15,871.00	15,871.00	14,917.00	13,945.00	-5.56%
MWPAT FEES	1,422.85	1,349.00	1,274.00	1,274.00	1,198.00	1,120.00	-5.56%
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%
GRANITEVILLE UPGRADE MAIN-INTEREST	35,237.50	33,438.00	32,137.00	32,137.00	30,838.00	29,537.00	-3.89%
RTE 110 UPGRADE MAIN-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
RTE 110 UPGRADE MAIN-INTEREST	12,975.00	12,225.00	11,725.00	11,725.00	11,225.00	10,725.00	-4.09%
<b>SUBTOTAL - ISSUED BONDS</b>	<b>966,202.24</b>	<b>1,034,958.00</b>	<b>1,025,700.00</b>	<b>1,025,700.00</b>	<b>1,022,316.00</b>	<b>926,579.00</b>	<b>-0.89%</b>
GRANITEVILLE/MAIN ST./PLEASANT ST	-	94,340.00	94,340.00	94,340.00	92,273.00	90,206.00	0.00%
GRANITEVILLE/MAIN ST. MAIN-INTEREST	-	-	-	-	-	-	
PROSPECT HILL/SLUDGE STORAGE TEMPL	-	-	-	-	36,000.00	121,250.00	
ROUTE 40 @ DUNSTABLE ROAD	-	-	-	-	9,600.00	39,000.00	
NABNASSET AREA WATER SYSTEM IMP	-	-	-	-	-	43,840.00	
<b>SUBTOTAL - NON-ISSUED BONDS</b>	<b>-</b>	<b>94,340.00</b>	<b>94,340.00</b>	<b>94,340.00</b>	<b>137,873.00</b>	<b>294,296.00</b>	<b>0.00%</b>
CATEGORY TOTAL	966,202.24	1,129,298.00	1,120,040.00	1,120,040.00	1,160,189.00	1,220,875.00	-0.82%
<b>DEPARTMENT TOTAL</b>	<b>3,455,997.21</b>	<b>4,194,673.00</b>	<b>4,260,656.00</b>	<b>4,212,727.00</b>	<b>4,327,916.00</b>	<b>4,422,159.00</b>	<b>0.43%</b>

**Goals:****Business**

- Maintain Accounts Receivables at 20 days DSO or Less.
- Maintain over 60 day's old receivables at less than 25% of total receivables.
- Minimize liens through increased monthly collection efforts.
- Maintain user rates and fees at current levels.
- Replace and Test 500 Residential 5/8" Meters.
- Adjust Meter Replacement and Testing Schedule due to low meter failure rates and continued accuracy of Residential 5/8" Meters.
- Promote Electronic Bill Delivery and Customer Service Notifications.

**Environmental Compliance/Regulatory**

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Increase the number of Certified Water Operators through continuing education programs.
- Educate water customers on MassDEP's 65 gallons per Capita per Day water usage recommendations and the importance of protecting the water supply from cross connections.
- Perform Leak Detection Survey on 50% of the Water Distribution System and external inspections on five Water Storage Tanks.
- Establish Departmental Safety Manual and Standard Operating Procedures.
- Reduce sampling requirements and costs by pursuing applicable MassDEP sampling waivers.
- Pursue Complete Shutdown of Perchlorate Treatment Facility due to consistently low perchlorate concentrations in the Valley Aquifer Capture Zone.
- Reduce Disinfection By-Product Concentrations through process adjustments and distribution system analysis.
- Incorporate new MassDEP Water Management Act Permit outside watering restrictions into the Water Department Rules and Regulations and Drought Management Policy and notify customers.

**Operations**

- Inspect 1,025 fire hydrants twice per year and exercise 200 critical water distribution system gate valves per the Department's Flushing and Valve Maintenance Program.

- Automate field inspection reports and water service/gate card forms using PeopleGIS or DoForms.
- Repair 25 gate valve boxes, 20 curb boxes, 5 Gate Valves.
- Replace four “2-spud” fire hydrants through the Fire Hydrant Replacement Program.
- Flush entire distribution system (50% Spring/50% Fall).
- Complete fire hydrant inventory and information database.
- Paint 250 Fire Hydrants.
- Test all source meters for water auditing purposes.
- Perform internal inspections of Nutting Road and Forge Village WTP clearwells and aeration towers.
- Clean and redevelop two Water Supply Wells (Forge #1 Well and Stepinski Well).
- Maintain Unaccounted For Water at less than 10%.
- Update and Calibrate Water System Hydraulic Model through Fire Flow Testing and System Pressure Analysis.  
Replace Telemetry Equipment (SCADA System Radios).

#### Description of Changes:

- The **Capital Budget** request for FY 2017 is **\$1,788,000 (Not Bonded)** for the following projects: 1) **\$1,300,000** for the replacement of 3,600 feet of water main from Depot Street to Tadmuck Road, 2) **\$300,000** for the design of the Prospect Hill water tank replacement, 3) **\$44,000** for a multi-tool tractor, 4) **\$100,000** for additional funding for standby fixed generators at the Nutting and Depot wells, and 5) **\$44,000** for the replacement of radios.
- The FY 2017 debt service budget decreased by \$9,258 based on the existing loan portfolio. The previously approved (FY 2015) water main replacement project (\$400,000) for 1,110 feet of 12” water main from Graniteville Road to Patriot Lane will be completed by the spring of 2016 and loan payments will begin in FY 2017. Also, the previously approved (FY 2015) water main replacement project (\$660,000) for 1,800 feet of 8” water main on Pleasant Street from Abbot Street to Pine Street will also be completed by the spring of FY 2016 and loan payments will begin in FY 2017. **There will be no new loan requests in FY 2017.**
- The **Personnel Services** expenses decreased by \$10,017 or 0.88% from the prior fiscal year’s budget. The major factor for the decrease was attributed to Labor payroll expense decreasing as a result of an open position being replaced with a lower step position.
- The **Operating & Maintenance** expense budget reflects a **\$37,300** increase from the FY 2016 budget or a 2.21% increase. The following expenses are the major contributors to the increase: 1) an increase of **\$21,612** for **Indirect Costs** which is primarily due to anticipated increases in health costs, 2) an increase of **\$25,000** for meter replacements to fund the replacement of 880 fifteen year old residential meters,

and 3) an increase of **\$10,000** for higher treatment chemicals prices. These increases were **offset by a \$20,000 decrease** in electricity costs from energy credits.

### **Programs & Services:**

Effective, July 1, 1992, Town Meeting voted to establish a Water Enterprise Fund, acknowledging the Water Department as a self-sufficient municipal utility. As an enterprise fund, the Water Department is expected to generate sufficient revenue through user fees and special service fees to cover all costs associated with the operation, maintenance, and repair of the water system.

Water infrastructure needs increased investment if it is to continue to deliver reliable clean water without interruption. In 2009 the Massachusetts Legislature created the Water Infrastructure Finance Commission to assess water infrastructure funding needs and recommend ways to finance these needs. The Commission estimates that collectively the Commonwealth faces a \$10.2 billion gap in resources for drinking water over the next 20 years. Included in this estimate are capital investment, repair and replacement, operations and maintenance, and debt service. Not included are rising energy and employee benefit costs or the costs of evolving regulatory requirements and investments to accommodate economic growth.

The Water Department maintains a comprehensive master plan which addresses the town's growing water infrastructure needs, as well as, long-term water infrastructure improvement and replacement projects. We have strived to sustain operations through maximizing efficiency and minimizing operational costs despite increased regulation, additional treatment requirements, and rising expectations. Current predictions for the department show that no water usage rate increases will be necessary to fund the projects proposed in our 5 year capital plan. These projects include replacing aging infrastructure and installing new water main to provide the additional flow, pressure, and storage needed for system expansion and fire protection. With our sights set on the future, the Water Department is focused on supporting the growth of the town and meeting the increasing demand for safe, reliable water.

**FREE CASH** for the Water Enterprise are the Water Department's unrestricted available funds that may be used as a funding source for appropriations. Free Cash is generated when actual revenue collections are more than budget estimates, and when expenditures and encumbrances (unpaid bills and orders) are less than the appropriations, or both. Free Cash provides the water enterprise with a certain flexibility in that it is the major source of funding for any supplemental appropriation after the annual budget has been adopted.

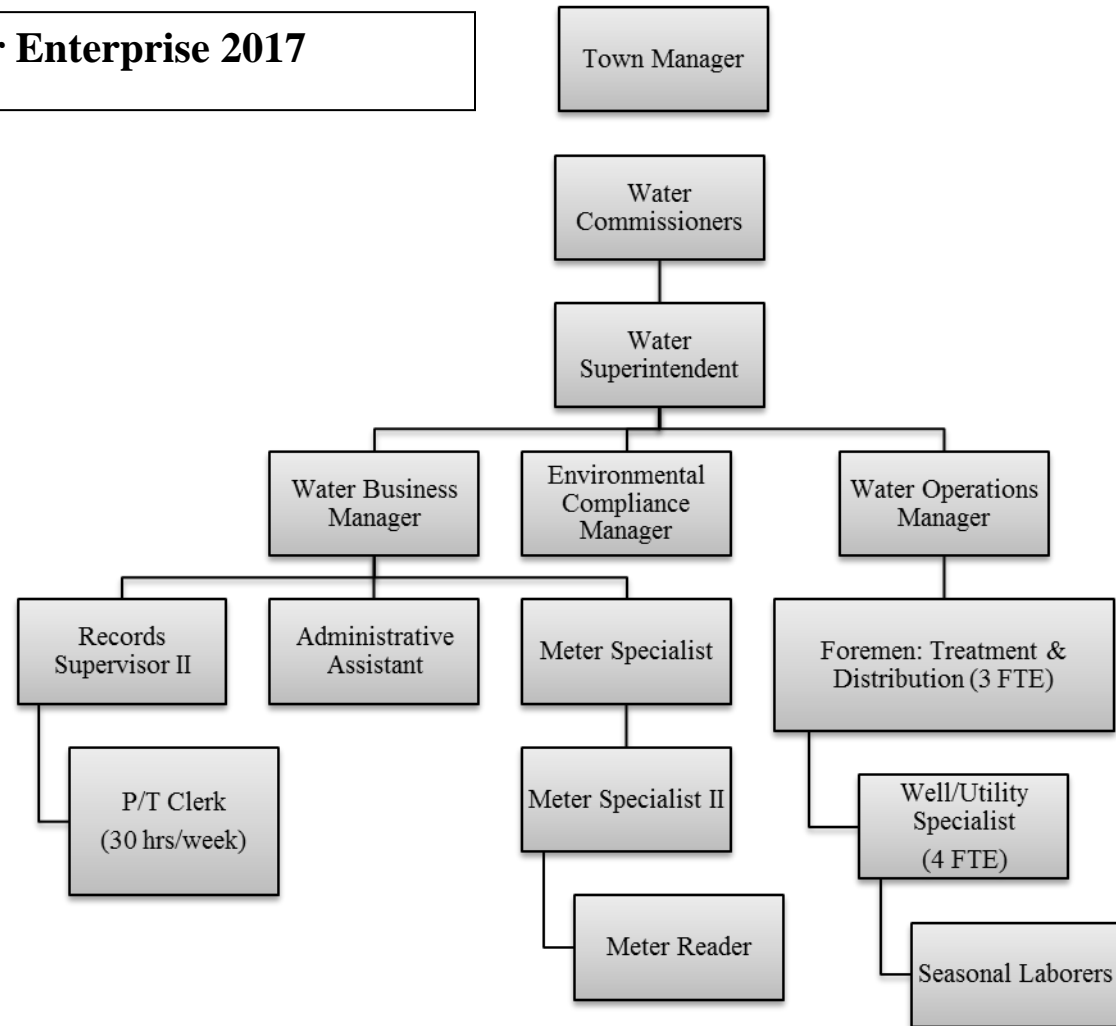
The Westford Water Department's **actual free cash** as of July 1, 2015 is **\$4,132,171**. It is a Standard practice as recommended by the American Water Works Association to maintain a minimum of 25% of the Enterprises annual revenues in **reserve** to provide a financial safety net for possible revenue shortfalls as a result of weather variations and an additional **equipment reserve** of \$750,000 for potential major equipment

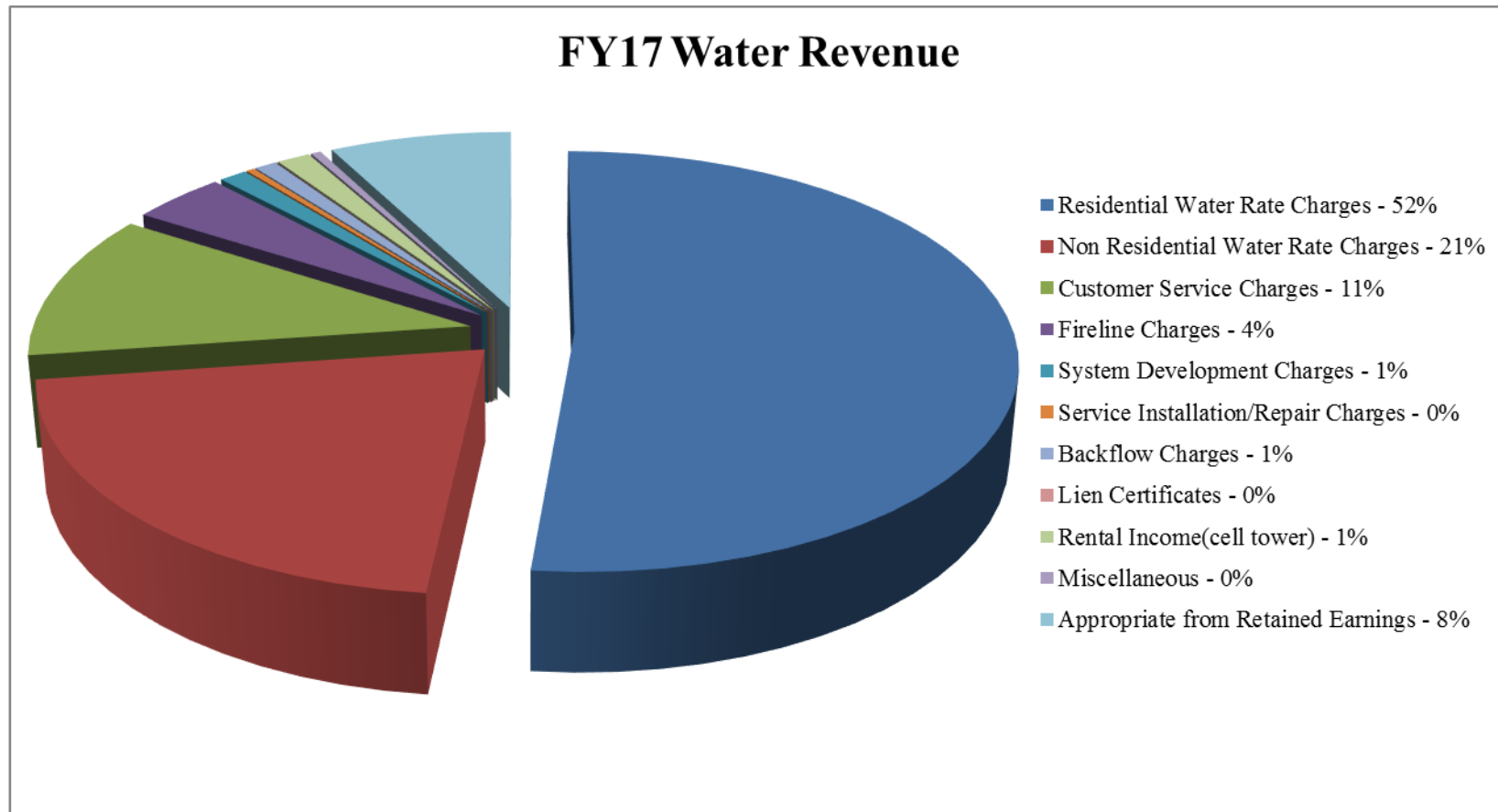
failures. The minimum safety net for the Westford Water Enterprise in FY 2014 is **\$1,796,327**. The actual available free cash which excludes the safety net reserve is **\$2,335,844**.

The **\$2,335,844** is earmarked for master plan identified capital projects from FY 2016 – FY 2021 and will also be utilized to sustain the user rates at the current level.

### Personnel:

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Water Commissioner	3.0	NON	-			-
Water Superintendent	1.0	EXEM	99,412.00	500.00		99,912.00
Business Manager	1.0	EXEM	83,674.00	500.00		84,174.00
Records Supervisor II	1.0	CWA	64,561.00	500.00		65,061.00
Administrative Assistant	1.0	CWA	53,160.00	1,100.00		54,260.00
Department Assistant	1.3	CWA	30,803.00			30,803.00
Water Operations Manager	1.0	EXEM	77,799.00	1,000.00		78,799.00
Environmental Compliance Manager	1.0	EXEM	72,055.00	500.00		72,555.00
Water Foreman	2.0	CWA	127,368.00	5,200.00		132,568.00
Water Laborer	6.0	CWA	317,230.00	5,900.00		323,130.00
Utility Specialist	1.0	CWA	52,075.00			52,075.00
Seasonal Staff			11,472.00			11,472.00
Stipends/Licenses			11,325.00			11,325.00
Scheduled Overtime			80,257.00			80,257.00
Overtime - Non Scheduled			42,850.00			42,850.00
<b>Total Personal Services</b>	<b>19.3</b>		<b>1,124,041.00</b>	<b>15,200.00</b>	<b>-</b>	<b>1,139,241.00</b>

**Water Enterprise 2017**

**Other Metrics:**



## 630 Recreation Enterprise

### Mission Statement:

The mission of the Recreation Enterprise is to enhance the quality of life through enriching experiences that support the Westford Community. The department provides high quality, safe activities and services designed to meet the year round interests of the community. Programs and services are provided in an efficient, cost-effective, affordable, and inclusive manner.

### Goals:

- To continue to offer year round affordable programs and services for the resident of Westford.
- To seek additional sources of revenue to offset the cost of services provided.

### Description of Changes:

The Recreation Enterprise is supported through user fees and the general fund with programs that are cost-effective and affordable. The Recreation Enterprise budget includes the salaries of all program staff (15 part time, 150-200 seasonal), a percentage of salaries of Recreation Management and Administration, direct costs of employee benefits (Health, F.I.C.A., Medicare, Retirement), indirect costs of other Town Departments (Town Manager, Accounting, Audit Services, Budget Director, Treasurer/Collector, Human Resources, and Technology), Insurance (Worker's Compensation, Unemployment Compensation, Comprehensive Liability, Excess Umbrella Liability, Public Officials Liability, General Liability), all program related expenses, and expenses for the operation of the Town Farm building.

**Personal Services:** The slight decrease in personal services is due to replacement of a retired employee and replaced with an employee at a lower rate and not yet eligible for longevity. Line items for Supervisory staff and Recreation Staff have been adjusted to better reflect the expenditures. Union contracts expire June 30, 2016 and Massachusetts minimum wage increases in January 2016 from \$9 to \$10/hour. The personal services line item is based on FY'16 rates.

**Expenses:** The Enterprise fund has shared expenses that are applied to the 630 Recreation budget. The expenses are related to the operation of the office location at Town Farm Road and management/administration of the department. Expenses directly related to the Enterprise fund are building maintenance, printing services, programs and activities. Direct/indirect cost is an estimate and will be adjusted once assessments have been established. See 940 Otherwise Unclassified for additional information on direct/indirect costs.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	23,074.00	24,006.00	24,486.00	24,486.00	24,486.00	24,486.00	2.00%
ASSISTANT DIRECTOR	70,375.00	74,682.00	74,682.00	74,682.00	74,682.00	74,682.00	0.00%
OFFICE MANAGER	39,082.00	45,157.00	43,217.00	43,217.00	44,984.00	44,984.00	-4.30%
RECREATION SUPERVISOR/ASST	468,373.05	601,286.00	597,071.00	597,071.00	608,229.00	617,979.00	-0.70%
OTHER RECREATION STAFF	386,047.32	257,843.00	264,850.00	264,850.00	265,000.00	265,000.00	2.72%
SHARED - LONGEVITY	6,542.63	7,941.00	6,193.00	6,193.00	6,625.00	7,104.00	-22.01%
<b>CATEGORY TOTAL</b>	<b>993,494.00</b>	<b>1,010,915.00</b>	<b>1,010,499.00</b>	<b>1,010,499.00</b>	<b>1,024,006.00</b>	<b>1,034,235.00</b>	<b>-0.04%</b>
<b>EXPENSES</b>							
ELECTRICITY	1,280.00	1,310.00	1,450.00	1,450.00	1,500.00	1,500.00	10.69%
HEATING FUEL	2,500.00	2,500.00	2,500.00	2,500.00	2,750.00	2,750.00	0.00%
WATER	300.00	200.00	250.00	250.00	250.00	250.00	25.00%
BUILDING MAINTENANCE	872.12	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
PRINTING SERVICES	9,500.00	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00	0.00%
OFFICE SUPPLIES	30.33	100.00	100.00	100.00	100.00	100.00	0.00%
PROGRAMS AND ACTIVITIES	55,347.55	55,000.00	56,000.00	56,000.00	57,000.00	58,000.00	1.82%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEETINGS & CONFERENCES	-	250.00	250.00	250.00	125.00	125.00	0.00%
DUES AND MEMBERSHIPS	295.00	295.00	295.00	295.00	150.00	150.00	0.00%
DIRECT/INDIRECT COSTS	246,654.00	280,561.00	280,561.00	292,530.00	292,530.00	292,530.00	4.27%
ENCUMBRANCES	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>318,579.00</b>	<b>351,516.00</b>	<b>352,706.00</b>	<b>364,675.00</b>	<b>365,705.00</b>	<b>366,705.00</b>	<b>3.74%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,312,073.00</b>	<b>1,362,431.00</b>	<b>1,363,205.00</b>	<b>1,375,174.00</b>	<b>1,389,711.00</b>	<b>1,400,940.00</b>	<b>0.94%</b>

**Programs & Services:**

The Recreation Enterprise provides a variety of year round indoor and outdoor programs and activities for children, youth, and adults. The department delivers programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-maintained parks and facilities. The enterprise is supported through user fees and general fund with programs that are cost-effective and affordable. Please visit our website at [www.westfordrec.com/info/default.aspx](http://www.westfordrec.com/info/default.aspx).

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director	0.3	EXEM	24,486.00	1,000.00	25,486.00
Asst. Director	0.9	OPEIU	74,682.00	1,100.00	75,782.00
Office Manager	0.8	OPEIU	43,217.00		43,217.00
Senior Assistant	0.7	CWA	31,202.00		31,202.00
Rec Supervisor - Union	10.2	OPEIU	413,575.00	4,093.00	417,668.00
Rec Supervisor - Non Union	3.2	NON	152,294.00	-	152,294.00
Other Recreation Staff		NON	264,850.00		264,850.00
<b>Total Personal Services</b>	<b>16.1</b>		<b>1,004,306.00</b>	<b>6,193.00</b>	<b>1,010,499.00</b>

For organizational chart of Parks, Recreation, and Cemetery Department see budget 630 Recreation.

**Other Metrics:**

Please visit the Westford Recreation's website at <http://www.westfordrec.com/info/default.aspx> for further information regarding programs offered.

**640 Ambulance Enterprise****Mission Statement:**

Westford Ambulance Service is committed to preventing of loss of life resulting from injuries, medical emergencies and disasters. We are committed to providing the highest quality of both pre-hospital emergent and non-emergent medical care to individuals who seek our services. Our sense of purpose is reflected in time sensitive, medically sound, respectful, and compassionate delivery of professional medical care.

**Goals:**

- To work with our medical region to continue developing a regional training program
- To work with the emergency medical doctor and senior paramedics to assess training needs to keep skills proficient and to train responders on new equipment and procedures
- Review and update as needed the Rules & Regulations and Standard Operating Guidelines (SOGs)
- Update the contract with the Lowell General Paramedics
- To work on the first year for on-line training programming for National Registry Continuing Education and the tracking of training as required by State OEMS for recertification

**Description of Changes:**

- Ambulance Enterprise Budget increase of 4.07% to reflect the budgeted amount FY16 amount and to adjust for contractual increases, in order to maintain a safe level of staffing. Also there was an adjustment in personnel from Fire to Ambulance.
- The remaining increases in Personal Services are represented by contractual obligations.
- Gasoline +19.41% - This reflects a more realistic projection of fuel costs and applying it to the correct apparatus
- The Increase in Contracted Services and Health/Medical Supplies reflect the increase in call volume and Actual FY15 expenses.
- 23.33% Reduction in Tubes and Tires represents using another vendor for a lower cost and better wear.

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>PERSONAL SERVICES</b>							
FIREFIGHTERS	443,901.03	471,521.00	490,615.00	490,615.00	500,130.00	508,089.00	4.05%
CALL EMTS	73.88	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
OVERTIME	96,490.84	89,615.00	92,303.00	92,303.00	94,611.00	96,976.00	3.00%
HOLIDAY OVERTIME	7,831.13	8,771.00	8,991.00	8,991.00	8,991.00	8,991.00	2.51%
TRAINING	16,883.65	13,698.00	19,000.00	19,000.00	19,325.00	19,658.00	38.71%
EDUCATION INCENTIVE PAY	18,631.24	20,912.00	26,772.00	26,772.00	27,086.00	27,404.00	28.02%
EMT STIPENDS	61,099.22	70,728.00	78,498.00	78,498.00	80,021.00	81,294.00	10.99%
HOLIDAY PAY	18,576.31	19,797.00	20,677.00	20,677.00	21,078.00	21,414.00	4.45%
LONGEVITY	2,750.00	2,250.00	2,250.00	2,250.00	3,750.00	4,500.00	0.00%
<b>CATEGORY TOTAL</b>	<b>666,237.30</b>	<b>698,292.00</b>	<b>740,106.00</b>	<b>740,106.00</b>	<b>755,992.00</b>	<b>769,326.00</b>	<b>5.99%</b>

	FISCAL 2015 ACTUAL	FISCAL 2016 BUDGET	FISCAL 2017 REQUEST	FISCAL 2017 TMR	FISCAL 2018 PROJECTED	FISCAL 2019 PROJECTED	FISCAL 2017 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCE	10,481.50	9,700.00	7,200.00	7,200.00	7,200.00	7,200.00	-25.77%
ELECTRICITY	7,218.64	7,392.00	7,522.00	7,522.00	7,522.00	7,522.00	1.76%
NATURAL GAS	3,155.20	5,283.00	5,148.00	5,148.00	5,148.00	5,148.00	-2.56%
WATER	613.61	600.00	600.00	600.00	600.00	600.00	0.00%
BUILDING MAINTENANCE	2,498.89	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
VEHICLE MAINTENANCE	9,516.96	6,720.00	7,500.00	7,500.00	7,500.00	7,500.00	11.61%
EQUIPMENT MAINTENANCE	362.17	3,200.00	3,000.00	3,000.00	3,000.00	3,000.00	-6.25%
COMMUNICATION EQUIPMENT MAINTN	311.10	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
LAUNDRY SERVICES	191.10	200.00	200.00	200.00	200.00	200.00	0.00%
TRAINING & DEVELOPMENT	3,637.80	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
CONTRACTED SERVICES	52,826.00	57,500.00	59,500.00	59,500.00	59,500.00	59,500.00	3.48%
POSTAGE	86.93	150.00	150.00	150.00	150.00	150.00	0.00%
ADVERTISING - GENERAL	82.76	105.00	105.00	105.00	105.00	105.00	0.00%
PRINTING SERVICES	41.38	440.00	350.00	350.00	350.00	350.00	-20.45%
GASOLINE	11,686.69	14,752.00	17,615.00	17,615.00	17,615.00	17,615.00	19.41%
OFFICE SUPPLIES	175.35	300.00	300.00	300.00	300.00	300.00	0.00%
CUSTODIAL/CLEANING SUPPLIES	199.18	300.00	300.00	300.00	300.00	300.00	0.00%
VEHICULAR PARTS & ACCESSORIES	6,116.75	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
VEHICULAR TIRES & TUBES	2,889.52	5,478.00	4,200.00	4,200.00	4,200.00	4,200.00	-23.33%
HEALTH / MEDICAL SUPPLIES	56,138.96	60,000.00	63,500.00	63,500.00	63,500.00	63,500.00	5.83%
OXYGEN	873.00	2,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-25.00%
MEETINGS & CONFERENCES	856.00	1,155.00	1,200.00	1,200.00	1,200.00	1,200.00	3.90%
DUES & MEMBERSHIPS	3,263.66	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00	33.33%
DIRECT/INDIRECT COSTS	303,902.00	261,781.00	261,781.00	315,537.00	315,537.00	315,537.00	20.53%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>477,125.15</b>	<b>453,556.00</b>	<b>458,671.00</b>	<b>512,427.00</b>	<b>512,427.00</b>	<b>512,427.00</b>	<b>12.98%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,143,362.45</b>	<b>1,151,848.00</b>	<b>1,198,777.00</b>	<b>1,252,533.00</b>	<b>1,268,419.00</b>	<b>1,281,753.00</b>	<b>8.74%</b>

**Programs & Services:**

Around-the-clock ALS (advanced life support) care is in its second year to town. ALS provides an advanced level of care as compared to BLS (basic life support). ALS provides IV drug administration, cardiac monitoring and advanced airways.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Paramedic Stipend	Education	Holiday Pay	Total
Paramedic	9.0	IAFF	490,615.00	2,250.00	78,498.00	26,772.00	20,677.00	618,812.00
Call EMTs			1,000.00					1,000.00
Holiday Overtime			8,991.00					8,991.00
Overtime			92,303.00					92,303.00
Training Wages			19,000.00					19,000.00
<b>Total Personal Services</b>	<b>9.0</b>		<b>611,909.00</b>	<b>2,250.00</b>	<b>78,498.00</b>	<b>26,772.00</b>	<b>20,677.00</b>	<b>740,106.00</b>

**Other Metrics:** There were 1,196 total billable calls in FY2015 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$1,065,494 and total collections of \$836,574. Medicare patients represented the largest billing group at 35% of gross billing but also accounted for 43% of mandatory deductions.

There were 691 billable ALS calls in FY2015 vs. 481 BLS calls. The average ALS billable amount was \$2,170 vs. BLS of \$1,733. \$69,597 of ambulance billing was written off as uncollectable in FY2015. A percentage of the amount written off was sent to a collection agency.

Residents	\$46,233
Non-Residents	23,364
Total	\$69,597

Amount of above Total sent to Collections    \$26,005